The Regional Municipality of Hamilton-Wentworth

1992 BUDGET

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Regional Municipality of Hamilton-Wentworth, Ontario

For the Fiscal Year Beginning

January 1, 1991

President

Executive Director

REMARKS OF THE CHAIRMAN

TO ALL MEMBERS OF COUNCIL

I am pleased to present Hamilton-Wentworth's 1992 Current and Capital Budgets. For the ninth consecutive year the Region has produced the Current and Capital budgets as a composite budget document.

Regional municipalities are under increasing financial pressure in efforts to continue to provide quality, cost-effective community services. Recovery from the recession which has gripped the country since 1990 has been slow, dampening employment prospects and consumer confidence. The Provincial Government, in addressing its own fiscal challenges, has reduced its support of Regional Government programs. The demand for General Welfare Assistance remains high and continues to pose a significant financial strain at the Regional level.

The Region of Hamilton-Wentworth, through prudent fiscal management and sound planning has established a strong financial position to deal with these difficult economic times. This was recognized in the recent Canadian Bond Rating Service assessment of the Region whereby Hamilton-Wentworth's AAA credit rating was maintained.

The 1992 Current and Capital Budgets ensure the provision of those services essential to the health and welfare of our citizens while continuing to provide for initiatives necessary for future economic development.

In 1992, the average residential service bill will increase 2.9%. I believe this is an accomplishment truly reflective of Council's commitment to provide the highest quality of community service as efficiently and as economically as possible to the citizens of Hamilton-Wentworth.

I would like to thank the Chairman and Members of the Finance Committee and all other Spending Committees whose contribution to the budget process has produced an effective and responsible Regional Budget.

My appreciation to the Hamilton-Wentworth Police Services Board, for their continued co-operation and to all other Boards and Agencies who continue to provide outstanding community service.

I acknowledge the efforts of the Chief Administrative Officer and Management Team in the preparation and review of all budgets and the efforts of the Commissioner of Finance in clearly outlining the financial policy options available to Council. In addressing the challenges that lie ahead Regional Council will continue to seek out the most cost-effective means of providing Regional services.

Yours truly,

R. S (Reg) Whynott
Regional Chairman

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BUDGET MESSAGE

1992 HAMILTON-WENTWORTH BUDGET

The 1992 Budget was approved by Regional Council on March 25, 1992 completing an extremely challenging budget year for Regional Council and staff.

Hamilton-Wentworth's 1992 operating expenditures, including transfers to the capital program, total $524.9 million. The Region's 1992-1996 Capital Budget Forecast was approved at $840.4 million.

The national economic recession has continued to place considerable strain on individuals and families. High levels of unemployment coupled with lagging consumer and business confidence have inhibited economic recovery. Regional Council, facing reduced Provincial assistance and soaring General Welfare Assistance costs, has sought to prepare a responsible and cost-effective budget in the best interests of the Regional community.

The budget goals and objectives set forth by Regional Council required difficult decisions to be made by staff, Standing Committees and Council in assessing the relative merits and delivery of Regional programs. The 1992 Budget, representing an average increase of 2.9% on the residential tax bill strikes an effective balance between the affordability concerns of taxpayers and the need to provide quality, essential community services.

The Region's strong financial position has enabled Council to utilize reserves to reduce the Regional levy. Application of reserves to the Regional budget as approved by Council totals $8.512 million. The specific reserve recommendations primarily reduce the impact of the increase in mandatory GWA costs attributable to the recession. While this initiative significantly reduces the budget impact on Regional taxpayers, the Region still remains in a solid financial position.

The budget process emphasized review of programs and planning to identify means to reduce costs and encourage efficiency. Regional Council approved the following initiatives:

- Deletion of Current programs determined to be no longer affordable by the Standing Committees of Council totalling $1.046 million.
- Deletion of Current programs totalling $0.906 million from those considered unaffordable by Standing Committees but forwarded for further deliberation by the Committee of the Whole.
- Elimination of 111 permanent staff positions.
- Capital Financing savings in the amount of $2.223 million, primarily the result of delays in Ministry funding and spending.
- Contingency Provision Reduction of $1 million.

The 1992 Budget includes performance measurements set by each department for all programs and activities for which they are responsible. Performance measurements ensure that available resources are being allocated efficiently to programs and activities.

1992 Current Budget Highlights

Hamilton-Wentworth's 1992 gross operating expenditures of $524.9 million, including transfers of $32.0 million to the capital program, increased by $43.2 million or 9.0% over 1991.

The resulting property tax levies to support these expenditures total $159.479 million (including the special levies for Transit, Library and Land Drainage). In addition to tax levies, the Region provides water and sanitary sewer services on a self-supporting basis.

The average Regional Residential Service Bill for 1992 totals $723. This includes charges for water and sanitary sewers as well as property tax levies. The service bill calculations are based on an average market value of $150,000 for all area municipalities.

BUDGET MESSAGE (Cont'd)

For an average residential property taxpayer in Hamilton-Wentworth, the 1992 Budget represents a 2.9% increase over 1991. The 1992 Budget will add an additional $21 to the average residential homeowner's annual Regional service bill.

The 1992 Budget addresses not only those issues of immediate concern but the challenges which face the Region in the years ahead. While the budget has necessitated some reductions in service and staff, essential service has been maintained and every effort made to minimize the effect on existing staff of the reduction in complement.

Protection to Persons and Property

Fundamental to the health and welfare of the Regional community is the provision of comprehensive services protecting residents and their property. In 1992, $72.2 million has been budgeted for these services, representing 13.8% of the 1992 gross operating budget. This represents an increase of 7.4% over 1991 expenditures. The portion of the average residential service bill attributed to protection is $195, a 6.0% increase over 1991.

Protection to Persons and Property consist of Police, Emergency Services and the Conservation Authorities. In terms of net Regional tax dollars, these services represent the largest expenditure item, totalling $69.5 million or 36.5% of the net budget. The Region receives very little Provincial funding in providing these services.

In 1992 a Victim Assistance program will be introduced, offering support services to victims of crime in the community. The gross cost of the program is $349,490 of which $70,000 is drawn from the Regional Levy.

Transportation

An efficient transportation system is essential to support the Regional economy and future plans for development.

Transportation services consist of Roadways, Hamilton Street Railway operation, Canada Coach Lines, Disabled and Aged Regional Transit (D.A.R.T.S.) and the Regional Airport.

In 1992, gross expenditures for Transportation Services are budgeted at $121.1 million. This represents 22.3% of total gross expenditures.

The portion of the Regional service bill used for Transportation Services totals $130, an increase of 4.0% over 1991.

In 1992, the D.A.R.T.S. program will be expanded to service approximately 1,500 new registrants to the system. The program expansion will eliminate the waiting list for new users assuring individuals in need of an efficient means of transportation. The gross cost of this program expansion is $596,000 of which $96,000 is funded from the Regional Levy.

Environmental Services

The Region of Hamilton-Wentworth continues to focus upon protecting and enhancing the environment. The 1992 Budget reflects an ongoing commitment towards improving Regional infrastructure, consistent with environmental, health and development objectives.

Environmental Services consist of the Sanitary Sewer System, Water Works System, Storm Sewers (Hamilton only), Solid Waste, PARCILS, and Engineering Services.

Gross expenditures for Environmental Services total $92.7 million, or 17.7% of the gross operating budget. This represents a decrease of 3.7% from 1991. The residential Regional service bill for Environmental Services totals $230, a 1.3% increase over 1991.

The Region's storm sewer system was expanded with the addition of several projects in 1992. The gross cost of the storm sewer expansion in 1992-1994 is $5,421,000, the primary sources of funds being the Storm Sewer Capital Reserve and Provincial grants. The impact on the 1992 Regional levy is $17,000.

BUDGET MESSAGE (Cont'd)

Several new and enhanced capital programs are also being introduced improving the Region's Sanitary Sewer and Waterworks systems. The gross cost of these programs in 1992-95 is $10,062,000.

In compliance with legislative requirements, an extensive hydrant maintenance program will be introduced in 1992. The program involves annual inspection and preventative maintenance as well as hydrant flow testing, rating and color coding. The gross cost of this program is $100,000, fully funded from utility rates.

Public Health Services

Department of Public Health Services expenditures total $16.8 million or 3.2% of the Region's operating budget. This represents a decrease of $.929 million or 5.2% from 1991.

Decrease in Provincial cost-sharing of mandatory programs and withdrawal of funding for non-mandatory programs led to program reductions in dental treatment, healthy children, adults and elderly and headlice control. However, these service reductions did not jeopardize the provision of basic mandatory public health services to the community.

The DPHS has been recognized as an innovator in the development of programs that promote and protect health and prevent disease. In addition, the Department is a leader in integrating service, education and research activities. Funding is provided in the budget to continue these programs which are vital to the health and well-being of Regional residents.

Health Services programs account for $10 or 1.4% of the average residential service bill, a 30.0% decrease from 1991.

Social and Family Services

Efficient, high-quality social services are imperative for the well-being of the Region. Despite expenditure constraints, the 1992 Budget ensures vital social services are not compromised. Social and Family Services expenditures total $181.5 or 34.6% of the Region's 1992 gross operating budget. This represents the single largest expenditure item in the Region's 1992 operating budget increasing 26.4% over 1991.

Social and Family Services include General Welfare Assistance, Assistance to Aged Persons, Day Nurseries, and Home Care.

Social and Family Services Programs represent $88 or 12.2% of the average residential tax bill, a 12.8% increase over the previous year.

Recreation and Culture

The Region of Hamilton-Wentworth recognizes the importance of offering a variety of recreational and cultural pursuits for the benefit of residents and visitors to the area.

Recreation and Cultural Services consist of Library Services, Recreational parks (Confederation Park, West Field Heritage Centre) and Cultural Grants.

Gross expenditures for Recreational and Cultural activities total $7.0 million. This represents a 4.4% increase over 1991. The residential Regional service bill for these services totals $16, unchanged from 1991.

Planning and Development

Continued funding is provided in the budget supporting initiatives which promote the Region as an outstanding place in which to live as well as an area attractive to business interests.

Planning and development expenditures, encompassing economic development and planning and development services, total $8.2 million a 7.4% increase over 1991. The portion of the residential service bill attributable to the program is $15, unchanged from the previous year.

A significant undertaking in 1992 is the development of a marketing plan for the Hamilton Regional Airport. The project will provide a thorough examination of ideas to expand the airport and detail a 3-5 year strategy addressing marketing and development issues.

BUDGET MESSAGE (Contd)

Sound economic planning has served the Region well, particularly in recognizing the benefits derived from tourism and convention business. Tourism programs will receive additional support in 1992, highlighted by Celebrate '92, a new tourism marketing concept whereby three existing festivals are augmented by two "anchor" events intended to attract a large number of visitors from outside of the Region and promote overnight stays.

1992-1996 Capital Budget Highlights

The 1992-1996 Capital Budget Forecast was approved at $840.4 million. The decrease from the previous five-year Capital Budget forecast is 5.4% or $47.6 million. The change within specific functions from the previous 5 year capital budget is as follows:

	$000's	%
Environment	44,000	14.1
Protection	(3,876)	(23.2)
Transportation	(63,257)	(15.2)
Economic Development	(13,212)	(48.3)
Health & Social Services	(18,728)	(46.1)
General Government	7,203	10.8
Recreation & Culture	(1,245)	(13.3)
Total	$(47,640)	(5.4)

Primary issues driving the decrease in capital expenditures include:

- Construction costs of $79.1 million for the North/South portion of the Red Hill Creek Expressway have been deferred until at least 1997.
- Construction costs of $18.7 for Macassa and Wentworth Lodges have been deferred to at least 1997.
- Development costs of $13.3 million for Industrial Parks have been deferred to at least 1997 as a result of both the downturn in the economy and the surplus of serviced industrial land that is yet to be sold.

The Region will continue its commitment towards maintaining and improving its infrastructure with the following gross capital expenditures in 1992.

	($ millions)
Roadways	37.1
Freeway	17.4
Solid Waste	6.2
Waterworks	33.0
Sanitary Sewers	48.0
Storm Sewers	20.9
	$162.6

In December 1990, the Province of Ontario withdrew its share of funding for the north-south portion of the RedHill Creek Expressway, a major transportation project that was to cross the Hamilton Mountain and link Highway 403 and the Queen Elizabeth Way. While alternative north-south routes are explored, construction has begun of the east-west leg of the freeway. Originally scheduled to begin in 1996, the estimated cost of completing the east-west portion is $198.5 million.

The Capital budget provides for external financing of $108 million of which $67 million is to be raised through debenture issues over the five year period from 1992 to 1996. These funds are to be used primarily for Roadways, Corporate Services and Police Services for projects of a non-recurring nature that will provide long term benefits to the Region.

The Capital budget also provides for Development Charge contributions of $137.7 million over the 1992-1996 period. These charges are assessed in accordance with the Development Charges Act S. O. 1989 and Regional Development Charges Policy approved in June, 1990. Development Charges are assessed to recover for both residential and non-residential growth related costs incurred by the Region such that the existing tax base is not burdened for the costs of services that will be of primary benefit to future residents of the Region. In an effort to stimulate the local economy, residential and commercial development charge rates have been reduced by 30% and 40% respectively.

BUDGET MESSAGE (Cont'd)

Provincial and Federal Policies

The impact of Federal Policy at the Provincial level has created additional financial pressure for municipalities as the Provincial government confronts its own budget challenges.

In 1992, the total impact of Federal and Provincially legislated programs totals $5.615 million. The average taxpayer will pay $19 in 1992 to cover the cost of these programs.

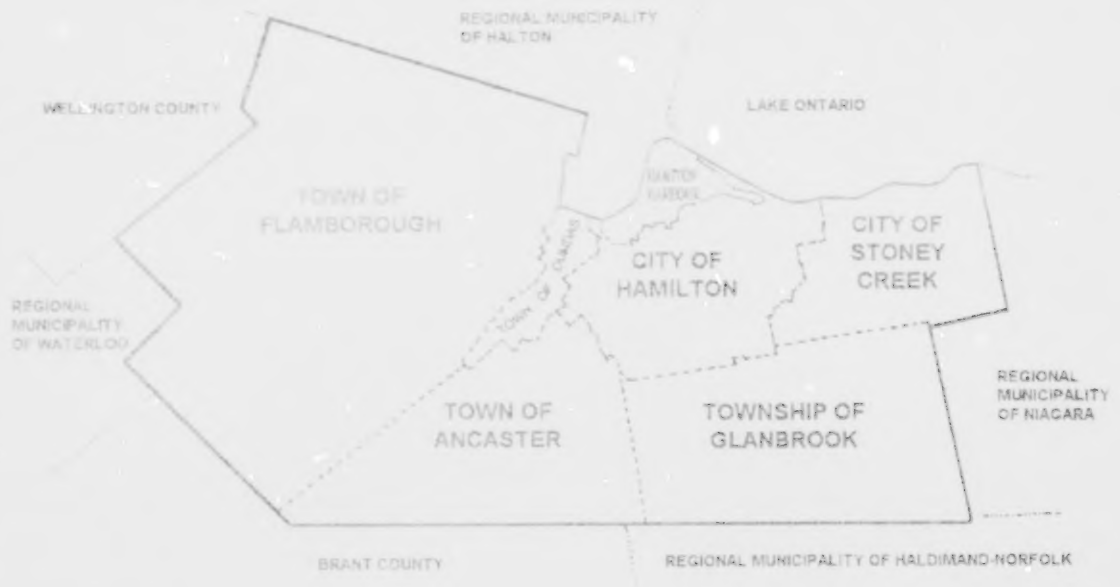
In January 1992, the Provincial government announced that increases in municipal transfer payments would be limited to 1% in 1992, less than had been anticipated in the Region's preliminary budget. The Provincial budget, unveiled April 30, revealed higher personal income taxes and forecast a modest economic recovery in 1992, with Ontario GDP expected to expand 1.4%. Encouragingly, $4.1 billion was earmarked for job creation programs which could provide much needed impetus to the local economy.

It had been assumed in preparation of the Regional budget that the Province would fully subsidize all pay equity payments. Should the Provincial government, however, not fulfil this commitment contingency reserves will be used to make up the funding shortfall.

The continued high demand for General Welfare Assistance clearly illustrates the serious financial implications which cost-shared social programs pose to municipal governments. The Province cites the Federal Government's high Canadian dollar and high real interest rate policy as postponing the economic recovery needed to create jobs and reduce welfare caseloads.

In recent years there has been an increasing shift in responsibility from the Province to municipalities in providing a number of services, such as court security. The increasing role assumed by municipalities has not been accompanied by a corresponding increase in fiscal capacity. In order to address the challenges that lie ahead, it is essential that progress be made clearly defining provincial and municipal responsibilities. Development of criteria by which the province and municipalities can agree defines division of responsibility will promote greater management and accountability in provision of municipal services.

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH



The Region was created in 1973 by the Ontario Legislature under The Regional Municipality of Hamilton-Wentworth Act, 1973. This Act established the Regional Corporation as a municipal corporation in the Province of Ontario and incorporated within the Region the Cities of Hamilton and Stoney Creek, the Towns of Ancaster, Dundas and Flamborough, and the Township of Glanbrook.

Statistical Data

Area Municipality	Population	No. Of Households	Size (Hectares)	Density Per Hectare	Council Members	% of Population In Region
Ancaster	22,107	7,085	18,057	1.22	2	4.9
Dundas	21,632	8,037	2,350	9.21	2	4.8
Flamborough	29,281	9,887	49,613	0.59	2	6.5
Glanbrook	9,691	3,193	20,412	0.47	2	2.2
Hamilton	316,897	131,620	12,224	25.92	17	70.6
Stoney Creek	49,204	17,064	9,480	5.19	2	11.0
Chairman					1	
Total	448,812	176,886	112,136		28	100.0

SOURCE:

1991 Regional Assessment Commissioner's Annual Report,
Hamilton-Wentworth Region

MEMBERS OF REGIONAL COUNCIL

1991-1994

CHAIRMAN
R.J. (Reg) Whynott

Town of Ancaster

Mayor - Robert E. Wade
Councillor - Ann Sloat

Town of Dundas

Mayor - John Addison
Councillor - John Prentice

Town of Flamborough

Mayor - Don Granger
Councillor - John D. Southall

Township of Glanbrook

Mayor - Glen Etherington
Councillor - Frank MacIntyre

City of Stoney Creek

Mayor - Robert Hodgson
Councillor - Grant Shaw

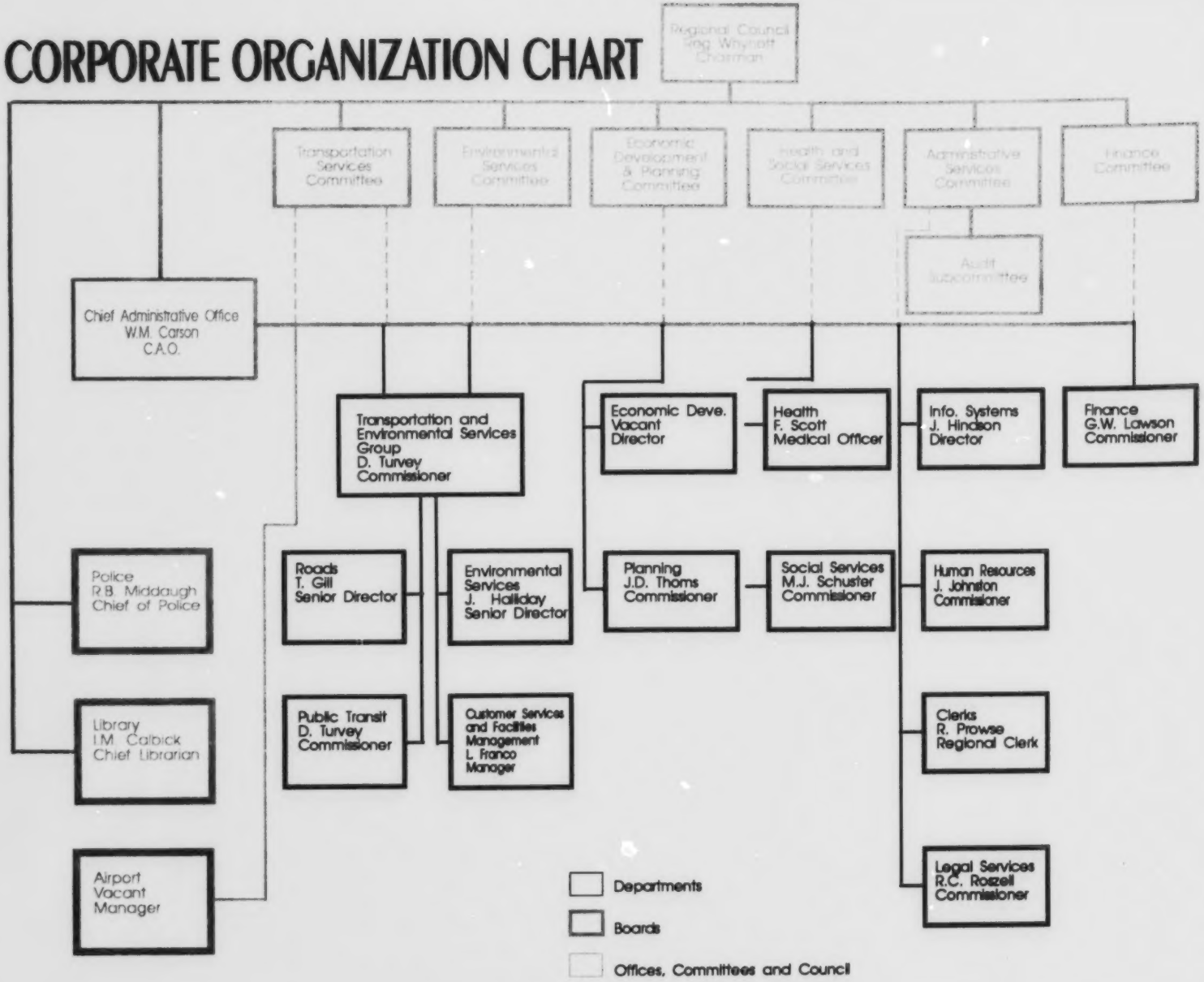
City of Hamilton

Mayor - Bob Morrow

Councillor - Dominic Agostino
Councillor - Terry Anderson
Councillor - Vince Agro
Councillor - Bob Charters
Councillor - Terry Cooke
Councillor - Geraldine Copps
Councillor - Frank D'Amico
Councillor - Don Drury

Councillor - Fred Eisenberger
Councillor -Tom Jackson
Councillor - Mary Kiss
Councillor - William McCulloch
Councillor - Henry Merling
Councillor - Bernie Morelli
Councillor - Don Ross
Councillor - Dave Wilson

CORPORATE ORGANIZATION CHART



REGIONAL ADMINISTRATION

W.M. Carson Chief Administrative Officer	CHIEF ADMINISTRATIVE OFFICER DEPARTMENT	Co-ordination of Regional Administration Internal Audit Emergency Services

Administrative Departments

R. C. Prowse Regional Clerk	CLERK'S DEPARTMENT	Secretariat Services - Council and Committees
R. Roszell Commissioner	LEGAL SERVICES DEPARTMENT	Legal Services - Council, Departments and Boards
J. Johnston Commissioner	HUMAN RESOURCES CENTRE	Human Resources - Region and City of Hamilton
G. W. Lawson Regional Treasurer & Commissioner	FINANCE DEPARTMENT	Financial Services Accounting Services Grants
J. Hindson Director	INFORMATION SYSTEMS	Systems Development Information Services & Support

Operating Departments

D. Turvey Commissioner	TRANSPORTATION DEPARTMENT	Roads Hamilton Street Railway Canada Coach Lines Red Hill Creek Expressway
	ENVIRONMENTAL DEPARTMENT	Waterworks Sanitary Sewers Storm Sewers Solid Waste
F. Scott Medical Officer of Health	HEALTH DEPARTMENT	Health Services
M. Schuster Commissioner	SOCIAL SERVICES DEPARTMENT	Social Assistance Services for Seniors Children's Services Social Services Grants
J. D. Thoms Commissioner	PLANNING DEPARTMENT	Region's Official Plan Land Division Services Regional Planning Services
Vacant Director	ECONOMIC DEVELOPMENT DEPARTMENT	Economic Promotion Business Promotion Industrial Parks
Vacant Manager	HAMILTON CIVIC AIRPORT	Airport Administration

REVENUE SOURCES

The Regional Government in Hamilton-Wentworth is the upper tier of a two-tier system of municipal government, with the six Area Municipalities comprising the lower tier. The Region is generally responsible for specific legislated functions common to the entire Regional Area and has the exclusive authority to issue debentures for the purpose of capital financing for its projects and those of the Area Municipalities.

REVENUE SOURCES

The Budget plan predicts a balanced budget for 1991 and future years. Expenditures for current purposes to be funded from Reserves are reflected in the current operating budget. The Capital Budget reflects funding requirements for projects in progress and new projects.

Taxation $159.5 M

Regional tax revenue comes from the following tax bases: General Levy, Transit Levy, Storm Levy and Library Levy. This revenue is raised each year through requisitions by Regional Council from the supporting Area Municipalities which, in turn, levy on the taxpayers. The Region apportions the General Levy among the Area Municipalities by applying the proportionate share of the total discounted equalized assessment for the Region which is established for each Area Municipality to the total general levy to be raised by the Region. The Library Levy, involving four of the six Area Municipalities, is apportioned in a similar basis, while the Storm and Transit Levies are fully apportioned to Hamilton only. Taxation revenue is calculated by multiplying the applicable Mill Rate by the individual property assessment values. The Region collects the revenue from the Area Municipalities by way of an Interim Levy and a Final Levy. The former represents 50% of the prior year's total levies while the Final Levy is the current year's forecast levy requirements less the Interim Levy.

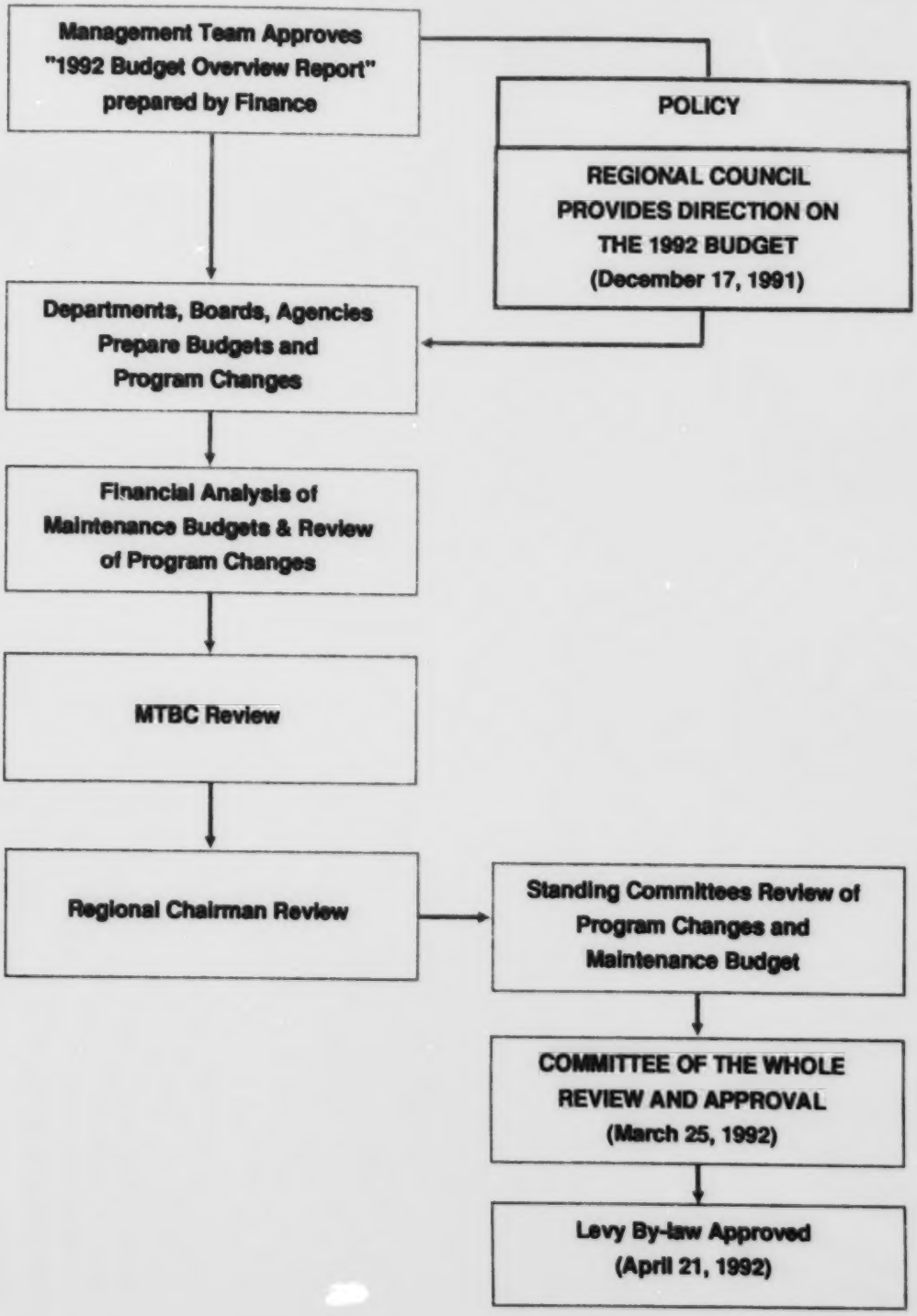
Grants From Senior Levels of Government $234.4M

The Province of Ontario, under various provincial statutes and regulations, make Conditional and Unconditional Grants to both the Regional Corporation and the Area Municipalities in support of their current and capital expenditures. Conditional Grants are based on or are related to specific types of expenditure, such as general welfare assistance and public transportation, and must be used to finance those expenditures. For 1992, these grants have been approved in the amount of $204.5M with some of the larger recipients being Social and Family Services, Transportation and Health Services. Unconditional grants are based on various factors including households, levies, and assessment and are used for general operating purposes. These grants have been approved in the amount of $29.9M for 1992. The General Levy portion is allocated to all such programs based on their proportionate share of the General Levy. The Provincial Government has allowed an Unconditional Grant funding increase of 1% for 1992 and 2% for both 1993 and 1994.

User Fees $129.4M

Water and Sewage costs are recovered through rates, for a residence with a meter actual usage and for a residence without a meter based on the assessed value of the property. Costs for other services such as resident care per diems for the Homes for the Aged and operating expenditures for Solid Waste Disposal and Public Transit are only partially funded from user fees. Some services are provided by the Region to the Area Municipalities on the basis of 100% cost-reimbursement.

1992 BUDGETARY CYCLE


Management Team Approves "1992 Budget Overview Report" prepared by Finance
POLICY
REGIONAL COUNCIL PROVIDES DIRECTION ON THE 1992 BUDGET (December 17, 1991)
Departments, Boards, Agencies Prepare Budgets and Program Changes
Financial Analysis of Maintenance Budgets & Review of Program Changes
MTBC Review
Regional Chairman Review
Standing Committees Review of Program Changes and Maintenance Budget
COMMITTEE OF THE WHOLE REVIEW AND APPROVAL (March 25, 1992)
Levy By-law Approved (April 21, 1992)

1992 BUDGET PROCESS

The Region's budget process emphasizes planning at the program level. Each program has identified goals and objectives, includes all costs associated with the delivery of the program, and also includes performance measurements and achievements.

Last year, the budget process was successful in facilitating delivery of a responsible budget at the height of the economic recession. With difficult economic conditions persisting and based upon the 1992 Budget guidelines set forth by Regional Council, the 1992 process was developed along essentially the same lines as those followed the previous year.

To assist departments in preparation of their individual budgets, the Finance Department updates and distributes a "How To" Budget manual. The Finance Department also prepares the Budget Overview, containing preliminary estimates of the 1992 Regional Budget and impact on the average residential service bill.

The Budget Overview was presented to Regional Council on December 17, 1991 and the following resolution was passed:

- That the Region's Standing Committees be directed to bring their 1992 Operating Budgets in at a 0% impact over 1991
- That all Boards, Commissions and Agencies who levy on or require funds from the Region be requested to bring their budgets in at a 0% impact over 1991
- That the Region's representatives on Boards, Commissions and Agencies be charged with maximizing their efforts to achieve the Regional Budget objective
- That the GWA Mandatory budget for 1992 reflect only those costs determined as absolutely necessary to comply with legislative requirements
- That the Overall Regional 1992 Budget Impact Guideline be established at 0% for all services except GWA Mandatory Requirements and Police Services Board Requirements, both of which shall be based on minimum amounts required to meet legislated needs
- That a presentation on the 1992 Regional Budget position be made to all Standing Committees

In response to Council's directive, the Management Team set forth the procedures which were followed in preparing the 1992 Budget. Departments were directed to submit:

1) A budget representing the services offered in 1991 at 1992 prices, hereinafter referred to as the department's "Maintenance Budget"

2) A "Zero Increase Budget" representing the Maintenance Budget less those programs identified as not affordable within the 1991 level of spending.

3) A listing of One-Time items to be funded from interest earnings on Regional Reserves

4) A listing of New/Enhanced programs classified according to program origin i.e. whether Federally or Provincially legislated, Council directed or Staff-initiated.

Given 1992 Budget constraints New/Enhanced Programs were limited to those mandated or directed by Council.

A Budget update was presented to the Finance Committee on February 12, 1992. At that time, the maintenance budget was projected at $225.9 million, $21.3 million over the Zero Increase Budget. The Zero Increase Budget was defined as the 1991 Approved Tax Levy adjusted for assessment growth. Mandatory General Welfare Costs and Police Services costs accounted for approximately $9.8 million and $5.2 million of the increase, respectively.

The following resolution was passed by Council on February 18, 1992:

- That the Region appeal to the Police Services Board to achieve a zero increase and appeal to each Department to show reductions that will offset the increase in general welfare

1992 BUDGET PROCESS (Cont'd)

- That the Region be diligent in maintaining a zero increase with all Boards and Agencies
- That if there are some minor increases in any of those areas, a full report be presented to the Finance Committee before having to go to the Reserve funds

Departments' Zero Increase Budget Overview, Programs Not Affordable, One-Time items and New and Enhanced Program listings were submitted to the Management Team Budget Committee for review and approval. The Management Team Budget Committee (MTBC) is an administrative committee comprised of the Chief Administrative Officer, and four department heads representing Finance, Planning, Social Services, and Transportation/Environmental Services.

Upon review by the MTBC, the zero increase budgets were submitted to Standing Committees of Council for approval and the New and Enhanced programs, Programs Not Affordable and One-Time items were discussed by the individual Standing Committees responsible for program proposals.

Programs Not Affordable were either approved by Standing Committees and removed from the Maintenance Budget or forwarded for further consideration to the Committee of the Whole. Regional Council, sitting as Committee of the Whole, would then determine which of these programs would be removed or put back into the Regional Budget.

The 1992 Budget as approved by the Standing Committees represented an average increase of $20 or 2.9% on the average residential service bill. Final budget determination would be made by Regional Council at the Committee of the Whole meeting March 24-25.

PRESENTATION OF THE BUDGET

As there were several issues impacting the 1992 Budget, the Region was careful in its presentation to clearly indicate the budgetary implications of each of the following:

Regional Budgets

Budgets were presented according to the following categories:

- Budgets over which the Region has "Full Authority & Control"
- Budgets over which the Region has "Limited Control"-General Welfare Assistance, Pay Equity and Mandatory Health programs were included in this category
- Budgets of Boards and Agencies-this included all budgets controlled by independent Boards but require Regional funding, an example being the Police Services Board

Reserve Applications

To lessen the burden borne by Regional taxpayers, reserves were drawn on to meet funding requirements. Reserve applications toward the 1992 Current Budget in the amount of $8,512,000 were approved by Council March 3, 1992. The reserve applications were comprised of the following:

G.W.A. Reserve - G.W.A. Costs	$ 525,000
Snow Reserve - Winter Maintenance Costs	400,000
Tax Stabilization Reserve - Recession Driven GWA Costs	4,920,000
Utility Unconditional Grants to General Levy	2,667,000
Total	$ 8,512,000

The Committee of the Whole was also presented with scenarios illustrating the budgetary implications if reserves were not utilized in meeting the above requirements.

1992 BUDGET PROCESS (Cont'd)

Corporate Program Not Affordable

A Corporate Program Not Affordable in the amount of $1,111,540 was presented consisting of overall reductions in conferences, staff training, travelling expenses, overtime, students and a voluntary unpaid leave of absence program applicable to Councillors and Regional staff. Again Council was clearly shown the budget implications if this program was not approved. Following thorough discussion the Corporate Program Not Affordable was approved by Regional Council.

Programs Not Affordable for Further Consideration by Committee of the Whole

Programs Not Affordable for Further Consideration by Committee of the Whole were reviewed. In discussing the merit of each program and whether it should be included in the budget, Council was shown the overall budget impact and effect on the average residential service bill.

New/Enhanced Programs

New/Enhanced Programs, whose origin was primarily Council directed or Provincially mandated were reviewed for inclusion into the 1992 Budget.

Other Corporate Initiatives to consider

There were several other Corporate initiatives discussed by Council which, if implemented, would bring the Region closer to achieving a "Zero Increase" budget. They included:

- Capital Restructuring
- Increasing H.S.R. fares
- General Levy Capital Program - up to a 10% reduction in the 1992 Capital budget

Council was presented with the maximum and minimum budget impact of these alternatives and in each case the additional staff reductions that would then be required to achieve Council's Zero Increase Budget goal. After debate, Council elected not to adopt any of these options as a means to further reduce the Regional Levy.

The 1992 Budget was approved by Committee of the Whole on March 25, 1991, representing an average increase of 2.9% on the average residential service bill. The Levy By-Law was approved by Regional Council on April 21, 1992. In what was an extremely difficult budget year, the Budget Process was effective in development and presentation of the 1992 Regional Budget.

COMMUNICATION WITH PUBLIC

Public participation in the budget process greatly enhances Council's ability to make decisions in the best interest of the Regional community. The Region is committed to its responsibility to keep the public informed and, where possible, encourages public involvement in the development of the budget.

Residents were provided with up-to-date budget information through continuous media coverage of the various Standing Committee meetings. Given the economic environment, budget coverage by the media in 1992 was particularly extensive. Budget information was also included in local tax bills. Regularly televised Council meetings offered an additional opportunity for the public to be familiar with all ongoing Council matters.

The Committee of the Whole meeting was open to the public, an excellent way in which to view firsthand the efforts of Council in delivering an effective and responsible Regional Budget. Media coverage kept residents informed, reporting the average tax increase that could be expected based on those areas of the budget approved during the initial meeting of the Committee of the Whole. Upon approval of the budget the following day, radio coverage provided immediate budget highlights and implications for the Regional community.

The Region will seek to establish additional opportunities for public involvement in the 1993 Budget Process.

1992 BUDGET PROCESS (Cont'd)

FUTURE BUDGET PLANNING INITIATIVES

The Region is examining several means by which budget planning at the corporate and departmental level may be improved.

Development of procedures to facilitate early delivery of the budget is one area currently under review. Multi-year budgeting is also being considered as a way of enhancing budget development and the overall budget process.

Regularly published budget newsletters will be produced next year as a formal way in which departments can keep abreast of all budget developments.

OVERVIEW

LETTER OF INTRODUCTION FROM THE TREASURER

INTRODUCTION

I am pleased to present the 1992 Operating Budget and the 1992-1996 Capital Budget forecast for the Regional Municipality of Hamilton-Wentworth and its related Boards and Commissions. As stated in the Budget Message, the Region's 1992 operating expenditures, including transfers to the capital program, total $524.9 million and the 1992-1996 Capital Budget forecast was approved at $840.4 million.

The Region used an integrated planning approach in preparing its Current and Capital Budgets due to the significant impact that capital financing plans have on operating programs. In recognition of the inter-relationship of the two budgets, this document presents the budgets on a consolidated basis, by major function. This is consistent with the way the Region's audited financial statements are prepared. Within each function, we have presented the Consolidated Budget, the 1992 Operating Budget with a further four-year forecast of the Operating Budget by individual program. The Operating Budget forecasts reflect the affordability of projected debt charges, internal and external contributions to capital and incremental operating costs of proposed capital programs. Prior year's actual data has been extracted from financial statements prepared in accordance with Generally Accepted Accounting Principles for municipalities. These policies include accrual Accounting and fixed assets reported in the year of acquisition.

The 1992 Regional Budget

In 1992, the average residential service bill will increase $21, a 2.9% increase over the previous year. Given the prevailing economic and financial environment this is truly an outstanding accomplishment and testimony to the financial strength of the Region.

The 1992 Budget Process has effectively provided for comprehensive review of existing and proposed Regional programs and the opportunity to thoroughly explore alternative financing solutions. While this has led to certain service level reductions, essential quality community service will be maintained and project development vital to our future well-being will continue.

As evidenced by the Region's AAA credit rating, a strong financial position has been established to address the challenges facing our community. This year, Regional reserves will be utilized primarily to reduce the impact of the increase in General Welfare Assistance costs driven by the recession. As approved by Regional Council, reserves will fund 50% of the increase in GWA caseload attributable to the recession over the next three years. In total, Regional Council approved use of reserves in 1992 in the amount of $8.512 million. Council also authorized the transfer of $2.667 million from the Utility Budget to the Tax Levy Programs. Savings from the Utility Capital program will be used to replace this revenue.

Application of Regional reserves has been made with a view to future funding requirements. Should economic and financial conditions remain relatively unchanged the Region is prepared to confront what could be another difficult budget year.

REGIONAL FINANCIAL POLICIES & GUIDELINES

The preparation of the 1992 budget followed the financial policies previously adopted by Council and new guidelines established by Council for the current year's budget. The Budget guidelines are stated in their entirety in the Budget Process.

This year departments were required to submit a list of Programs Not Affordable, New/Enhanced programs and One-time items. The Region has established criteria for ranking these programs.

LETTER OF INTRODUCTION FROM THE TREASURER (Cont'd)

Programs Not Affordable are ranked according to the degree to which the programs:

- Expose the Regional Corporation to undue legal or financial risk (protect the Region's AAA credit rating)
- Deteriorate the economic structure of the community
- Impact negatively upon the physical environment
- Have a long-term impact in terms of reducing expenditures (cuts which reduce a service/program to a lower level which is likely to be sustained over time rather than cuts which if made this year will, of necessity, be reintroduced next year)
- Contribute high dollar savings for low service reduction versus low dollar savings and considerable service reduction
- Have the least immediate impact upon a citizen (for example, a reduction in the frequency of repainting road markings would be chosen before a cancellation of the water service replacement programs)

Programs Not Affordable and New and Enhanced Programs are both ranked according to the extent to which the programs:

- Contribute to building a strong and diversified economy based on sustainable development
- Ensure a clean, healthy and safe community
- Increase government productivity and provide excellence in service

REGIONAL FINANCIAL POLICIES PREVIOUSLY ADOPTED BY COUNCIL

Pay-As-You-Go

On February 1, 1983, Regional Council formally adopted "Pay-As-You-Go" capital financing policy. The policy allows for the gradual conversion of the capital spending program to a point where it is fully financed from the operating program.

Having stabilized and reduced debt levels in the 1980's, the Region is now allowing some debenture financing of specific infrastructure programs. However, the Region continues to finance most projects out of current revenues and reserves and the reserve position remains sound.

Appropriation Transfers

In-year authorized appropriation transfers between budget accounts are used to cover expenditures for which sufficient funds are not available within the budget allocation originally approved by Council.

Transfers from reserves can be made to offset over-expenditure, however, these only occur for expenditures of a non-recurring nature and only if funds cannot be found as outlined in the appropriation procedures.

No transfers can be made from one funding group (General Levy, Water Revenue, Sewer Revenue, Library Levy, Storm Sewer Levy, Transit Levy), to another. In addition, no appropriation transfers are made from salary and benefit accounts nor from capital financing accounts.

LETTER OF INTRODUCTION FROM THE TREASURER (Cont'd)

Contingency Allocations

Contingency allocations are made when Council approves an amount specifically identified within the Contingency for the delivery of an ongoing service and the funds cannot be obtained within the program budget.

An amount equal to the lesser of any Contingency surplus or operating surplus may be transferred each year to the Contingency Provision Reserve until a maximum ceiling of 2.0% of the General Levy is reached.

ONE/TWO YEAR POLICY FOR THE CAPITAL BUDGET

The one/two year policy for the Capital Budget requires that no new projects be added in years one and two of a Five-year Capital Budget. The policy was phased in over three years. The first phase of the policy was completed in the preparation of the 1989-1993 Capital Budget. Departments reviewed capital requirements, ranking projects and ensuring the capital forecasts included all priorities as established by Council.

The second phase of the policy took place in the preparation of the 1990-1994 Capital budget. No change was permitted for projects in 1990. "No change" refers to new projects being added.

The third phase of the policy required project and project cost forecasts for 1991 and 1992 within the 1991-1995 Capital Budget to remain the same as those contained in the 1990-1994 Capital Budget.

This policy has been adhered to in preparation of the 1992-1996 Capital Budget. Exceptions to this policy are any projects that, if not done, would affect the health and safety of the community or any programs that are Provincially legislated as mandatory.

ECONOMIC OVERVIEW

At the time of budget preparation, there was evidence to suggest that the economy was beginning to recover from the recession. National Gross Domestic Product posted successive increases in April and May of 1991, while modest gains occurred in retail sales and housing starts. In July, 1991 the annual inflation rate fell to 5.8%, its lowest level since December 1990, reinforcing the belief that the Bank of Canada's objective of 5.0% annual inflation in 1991 would be achieved. Interest rates continued to decline with the Prime Rate 9.75% at the end of July and conventional 5-year mortgages rates averaging 11.5%. The Canadian dollar was trading between 87 cents and 88 cents U.S. Unemployment remained high, approximately 10.4% at the end of July, 1991.

At this time most analysts maintained the recovery would be slow by historical standards, forecasting Gross Domestic Product growth of approximately 3.3% in 1992.

For the local economy, the prospect of a sluggish recovery led to the Region's unemployment rate forecast of 9.5% in 1992, reflecting only a slight improvement in employment in the community. General Welfare Assistance caseloads were expected to increase in 1992 and continue to represent a major funding requirement. Assessment growth was forecast to increase by 1.0% in 1992 and .5% in 1993.

The success of the Bank of Canada's anti-inflation policy gave rise to Regional inflation forecasts of 5.0% in 1991 and 3.0% in 1992 - in line with the central bank's inflation targets.

It became increasingly clear in the latter half of 1991 that earlier forecasts of national economic growth were overly optimistic. National economic activity sagged markedly in the third and fourth quarter of 1991 with notable declines in household demand and industrial production. Despite low levels of inflation and declining interest rates consumer and business confidence remained low, delaying the onset of sustainable economic recovery.

LETTER OF INTRODUCTION FROM THE TREASURER (Cont'd)

As the lingering effects of the recession became apparent, Regional Council and staff ensured that discussion of departmental programs and budget direction reflected prevailing economic and financial conditions.

A complete list of Assumptions used in the Current and Capital Budgets is available in the Appendices on pages 119 and 120.

PERFORMANCE MEASUREMENTS

Departments are required to set performance measurements for all programs and activities for which they are responsible. Each department must clearly justify selected means of performance measurement as well as explain how program performance targets and goals are decided upon. The frequency of evaluation must also be specified to ensure proper monitoring of programs during the year.

The budgetary review of existing programs involves comprehensive analysis of results in the context of the stated program goals and objectives. Management evaluates programs in terms of effectiveness in meeting program goals, the efficiency with which resources were used to achieve results and, where appropriate, whether the desired long term impact of the program was achieved. This enables Management to determine whether existing programs warrant continued funding or where resources are best allocated to new initiatives, or further program enhancements.

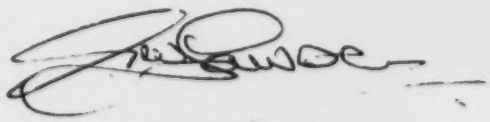
Where the selected performance criteria do not adequately reflect a particular program, recommendations are made to revise the measurement standard to improve program evaluation in the coming year.

SUMMARY

The Government Finance Officers Association of the United States and Canada (GFOA) has for the seventh year running presented the Award for Distinguished Budget Presentation to this Region for its 1991 annual budget. To receive this award, the Region must publish a budget document, and the complete budget process is evaluated for effectiveness as an operations guide, financial plan, policy statement and as a communications medium. Further enhancements are planned for 1993 to facilitate improved program priority planning.

An average increase of 2.9% in the residential service bill is a commendable effort in the best interest of the Regional community. I would like to express my appreciation to the Regional Chairman, Standing Committee Chairmen, and members of Regional Council, Boards and Commissions for their support and guidance in what has been an extremely difficult budget year. I would also like to thank the Chief Administrative Officer, Department Heads and their staff, the Management Team Budget Committee, and the Budget Working Committee, as well as the staff in the Department of Finance for their hard work and contribution to this budget process.

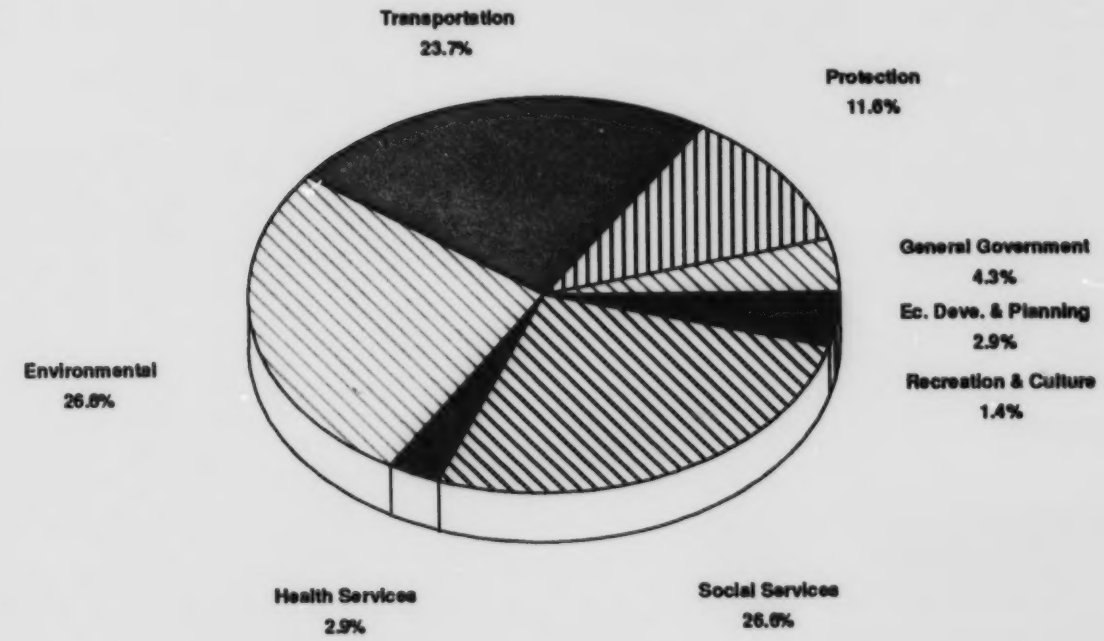
Respectfully submitted,



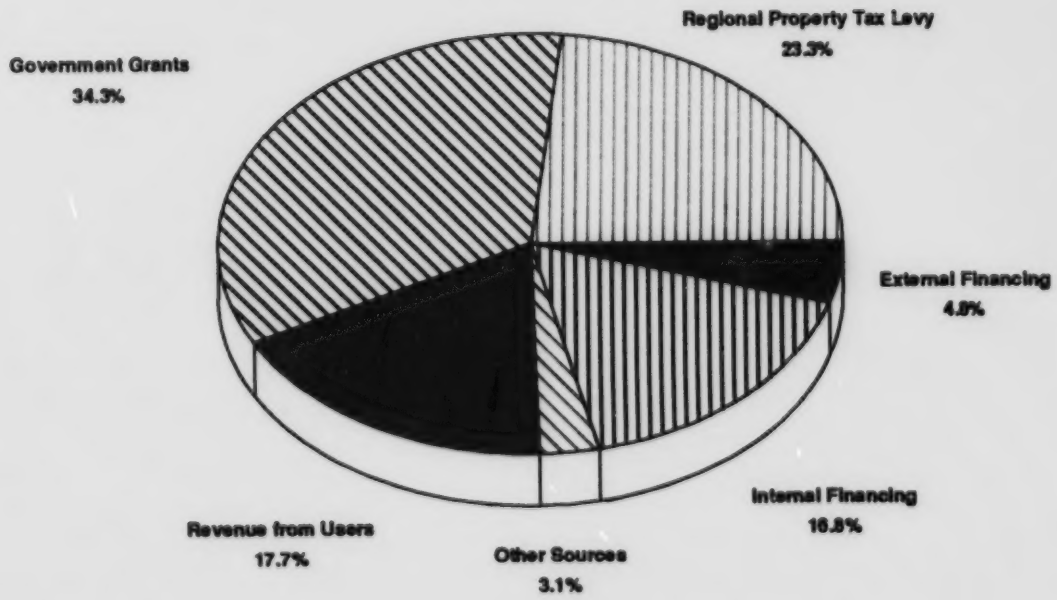
G. W. Lawson, C.P.F.A., C.G.A.

Treasurer and Commissioner of Finance

1992 CONSOLIDATED EXPENDITURE
CURRENT AND CAPITAL $683.4 MILLION



1992 CONSOLIDATED REVENUE
CURRENT AND CAPITAL $683.4 MILLION



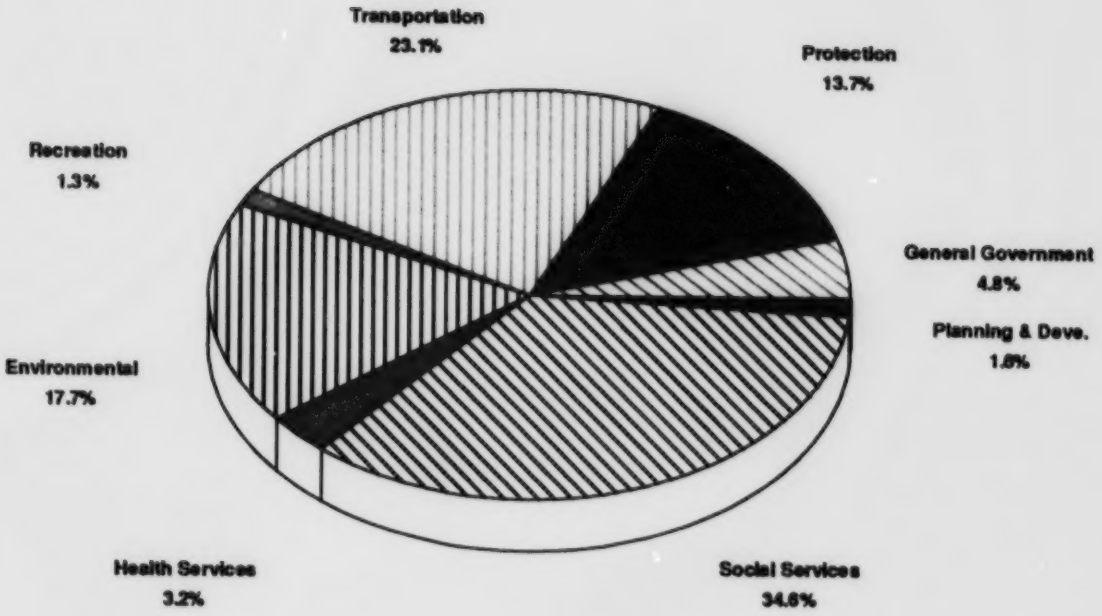
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
EXPENDITURE				
General Government Services	20,055	28,644	23,799	*29,261*
Protection to Persons & Property	62,740	75,759	71,737	*79,513*
Transportation Services	142,100	206,573	159,895	*162,016*
Environmental Services	112,205	158,025	105,083	*181,862*
Health Services	20,457	22,495	18,369	*19,535*
Social & Family Services	114,524	143,983	158,072	*181,696*
Recreation & Cultural Services	7,202	7,866	7,620	*9,766*
Economic Development & Planning	12,917	16,203	9,678	*19,725*
TOTAL CONSOLIDATED EXPENDITURE	**492,200**	**659,548**	**554,253**	*683,374*
REVENUE				
Regional Levies				
General Levy	114,979	127,688	127,688	*132,479*
Urban Transit Levy	15,765	17,028	17,028	*18,059*
Storm Sewer Levy	6,013	6,409	6,409	*7,121*
Library Levy	1,751	1,801	1,801	*1,820*
	138,508	152,926	152,926	*159,479*
Government Grants				
Ontario Unconditional	28,207	29,616	29,618	*29,899*
Ontario Specific	138,210	185,530	169,756	*203,674*
Canada Specific	638	758	902	*853*
	167,055	215,904	200,276	*234,426*
Revenue from Users				
Direct Billings - Water Rates	21,841	25,229	24,687	*26,177*
Direct Billings - Sewer Rates	26,583	25,228	26,517	*26,159*
Fares, Fees & Service Charges	54,995	67,714	65,674	*58,481*
Billings to Area Municipalities	12,302	23,519	15,058	*9,959*
	115,721	141,690	131,936	*120,776*
Other Regional Sources				
Financing - Internal Sources	30,255	104,117	44,947	*115,179*
Interest, Internal Reserves, & Other	15,398	7,841	5,753	*11,198*
Sale of Industrial Land	5,560	4,595	1,777	*7,648*
Share of Supplementary Taxes	2,149	0	2,132	*0*
Previous Year's Surplus	2,667	2,149	2,149	*2,132*
Less: Current Year's Surplus	(2,149)	0	(2,132)	*0*
	53,880	118,702	54,626	*136,157*
Financing - Long Term				
External Sources	17,036	30,326	14,489	*32,536*
TOTAL CONSOLIDATED REVENUE	**492,200**	**659,548**	**554,253**	*683,374*

SUMMARY OF GROSS CURRENT EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS CURRENT EXPENDITURE				
General Government Services	19,013	23,363	23,712	*25,430*
Protection to Persons & Property	60,904	67,170	67,177	*72,165*
Transportation Services	100,713	116,305	104,387	*121,147*
Environmental Services	92,083	96,224	97,165	*92,679*
Health Services	15,232	17,758	15,768	*16,829*
Social & Family Services	113,594	143,550	159,088	*181,465*
Recreation & Cultural Services	6,714	6,684	6,775	*6,978*
Economic Development & Planning	7,330	7,648	7,644	*8,210*
TOTAL GROSS CURRENT EXPENDITURE	**415,583**	**478,702**	**481,716**	*524,903*
NET CURRENT REVENUE				
Regional Levies				
General Levy	114,979	127,688	127,688	*132,479*
Urban Transit Levy	15,765	17,028	17,028	*18,059*
Storm Sewer Levy	6,013	6,409	6,409	*7,121*
Library Levy	1,751	1,801	1,801	*1,820*
	138,508	**152,926**	**152,926**	*159,479*
Government Grants				
Ontario Unconditional	28,207	29,613	29,617	*29,899*
Ontario Specific	104,854	139,605	146,045	*174,882*
Canada Specific	638	868	1,050	*932*
	133,699	**170,086**	**176,712**	*205,713*
Revenue from Users				
Direct Billings - Water Rates	21,841	25,229	24,687	*26,159*
Direct Billings - Sewer Rates	26,583	25,228	26,517	*26,177*
Fares, Fees, & Service Charges	54,654	58,663	55,086	*53,720*
Billings to Area Municipalities	12,452	15,222	12,603	*9,846*
	115,530	**124,342**	**118,893**	*115,902*
Other Regional Sources				
Interest, Internal Financing & Other	25,179	29,199	31,036	*41,677*
Share of Supplementary Taxes	2,149	0	2,132	*0*
Previous Year's Surplus	2,667	2,149	2,149	*2,132*
Less: Current Year's Surplus	(2,149)	0	(2,132)	*0*
	27,846	**31,348**	**33,185**	*43,809*
TOTAL NET CURRENT REVENUE	**415,583**	**478,702**	**481,716**	*524,903*

1992 GROSS CURRENT EXPENDITURE
$524.9 MILLION



SUMMARY OF NET CURRENT EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
NET CURRENT EXPENDITURE				
(Including Transfers to Capital Fund)				
General Government Services	9,542	15,361	11,715	*13,750*
Protection to Persons & Property	58,902	64,964	64,314	*69,484*
Transportation Services	41,250	44,098	45,095	*46,344*
Environmental Services	13,276	13,911	13,883	*14,819*
Health Services	5,028	4,464	4,952	*3,482*
Social & Family Services	27,049	27,387	30,305	*31,564*
Recreation & Cultural Services	5,892	5,774	5,764	*5,881*
Economic Development & Planning	4,836	5,134	5,065	*5,233*
TOTAL NET CURRENT EXPENDITURE	**165,775**	**181,093**	**181,093**	*190,557*
NET CURRENT REVENUE				
Regional Levies				
General Levy	114,979	127,688	127,688	*132,479*
Urban Transit Levy	15,765	17,028	17,028	*18,059*
Storm Sewer Levy	6,013	6,409	6,409	*7,121*
Library Levy	1,751	1,801	1,801	*1,820*
	138,508	152,926	152,926	*159,479*
Government Grants				
Ontario Unconditional	24,600	26,018	26,018	*28,946*
Other Revenue Sources				
Share of Supplementary Taxes	2,149	0	0	*0*
Previous Year's Surplus	2,667	2,149	2,149	*2,132*
Less: Current Year's Surplus	(2,149)	0	0	*0*
	2,667	2,149	2,149	*2,132*
TOTAL NET CURRENT REVENUE	**165,775**	**181,093**	**181,093**	*190,557*

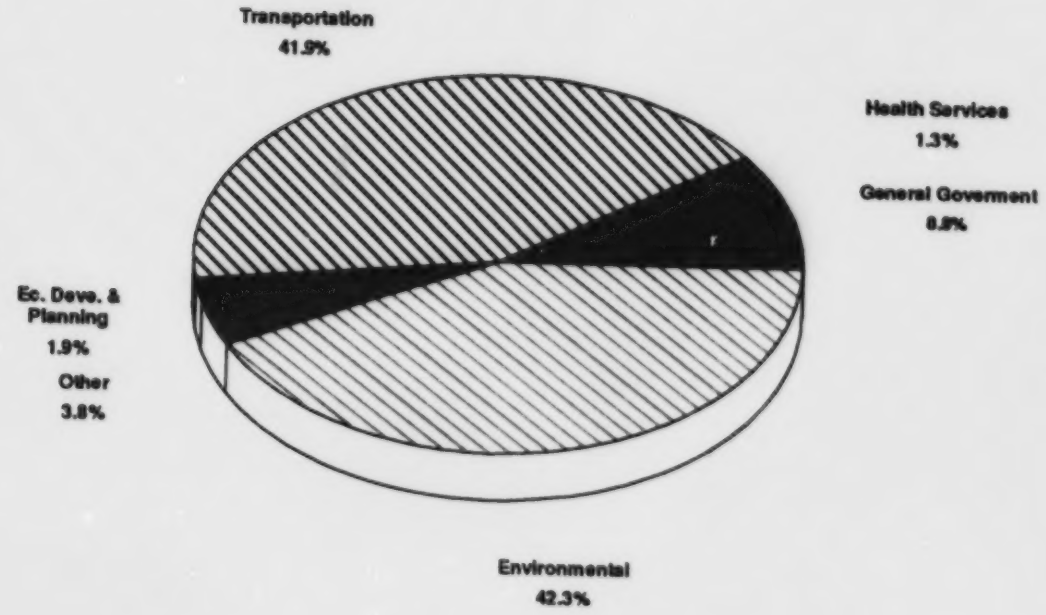
SUMMARY OF FIVE-YEAR CAPITAL BUDGET EXPENDITURE

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
General Government Services						
Corporate Services	5,258	20,092	13,721	16,222	17,455	72,748
Information Systems	123	123	0	0	0	246
Capital Grants	200	200	200	200	200	1,000
Protection to Persons & Property						
Police	7,221	2,500	0	0	3,000	12,721
Emergency Services	127	0	0	0	0	127
Transportation Services						
Roadways	37,077	35,374	22,178	19,095	19,906	133,630
Freeway	17,396	36,948	40,194	38,846	11,372	144,756
Transit - H.S.R.	11,855	10,694	14,225	13,314	9,979	60,067
C.C.L.	310	639	654	711	1,026	3,340
Airport	124	1,816	3,000	0	0	4,940
D.A.R.T.S.	905	1,075	1,391	936	1,026	5,333
Environmental Services						
Sanitary Sewers	48,047	17,769	23,250	31,575	19,673	140,314
Waterworks	32,955	17,109	15,741	15,937	16,252	97,994
Storm Sewers	20,934	15,882	16,547	16,188	12,670	82,221
Solid Waste	6,177	11,770	1,822	933	1,485	22,187
P.A.R.C.I.L.	2,776	3,634	4,885	913	876	13,084
Health Services						
Hospitals	318	318	2,754	2,754	2,756	8,900
General Health	2,388	0	0	0	0	2,388
Social & Family Services						
Homes for the Aged	422	422	422	1,906	7,470	10,642
Recreation & Cultural Services						
Library	400	387	0	133	313	1,233
Westfield Heritage Centre	172	150	262	275	233	1,092
Confederation Park	396	540	567	584	596	2,683
McMaster University	2,719	417	0	0	0	3,136
Economic Development & Planning						
Industrial Land	7,648	2,055	855	785	75	11,418
Economic Development	4,000	225	0	0	0	4,225
TOTAL CAPITAL EXPENDITURE	209,948	180,139	162,668	161,307	126,363	840,425

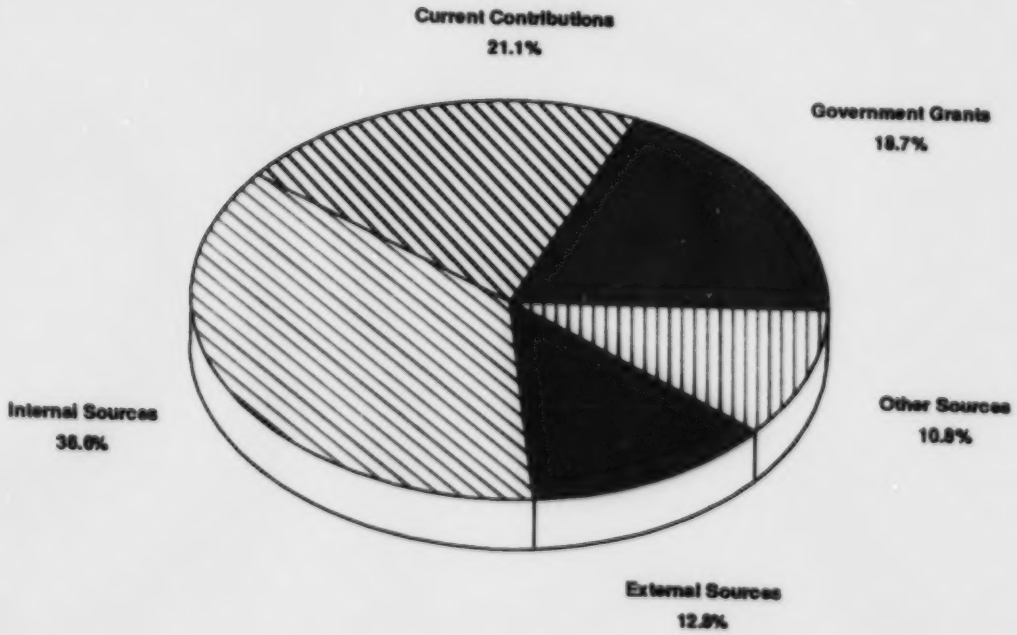
SUMMARY OF FIVE-YEAR CAPITAL BUDGET REVENUE

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL REVENUE						
Grants & Subsidies	28,713	36,423	36,097	36,199	19,602	157,034
Contribution from Current						
Freeway	7,285	7,883	2,957	0	0	18,125
Other Programs	24,707	27,417	31,212	36,028	39,732	159,096
Total Contribution from Current	31,992	35,300	34,169	36,028	39,732	177,221
Financing - Internal Sources						
Prior Year's Contribution	7,729	0	0	0	0	7,729
Contribution - Development Charges	49,016	30,974	23,780	20,084	13,846	137,700
Contribution - Solid Waste Reserve	5,107	6,610	1,300	605	1,041	14,663
Contribution - Industrial Land Reserve	501	0	0	0	0	501
Borrowing from Own Reserves	33,140	27,461	21,223	29,355	10,855	122,034
Deferred Financing	(3,026)	2,414	11,134	9,822	4,567	24,911
Total Financing from Internal Sources	92,467	67,459	57,437	59,866	30,309	307,538
Financing - External Sources						
Debenture Requirements	14,225	9,793	10,752	11,957	20,310	67,037
Unapplied Debenture Proceeds	20,870	11,033	5,198	1,815	1,997	40,913
Total Financing from External Sources	35,095	20,826	15,950	13,772	22,307	107,950
Additional Financing						
Other Revenue	14,534	18,076	18,160	14,657	14,338	79,765
Proceeds from Land Sales	7,147	2,055	855	785	75	10,917
Total Additional Financing	21,681	20,131	19,015	15,442	14,413	90,682
TOTAL CAPITAL REVENUE	209,948	180,139	162,668	161,307	126,363	840,425

1992-1996 CAPITAL EXPENDITURE
FIVE YEAR TOTAL $840.4 MILLION



1992-1996 CAPITAL REVENUE
FIVE YEAR TOTAL $840.4 MILLION



PROJECTED CAPITAL RESERVE POSITION

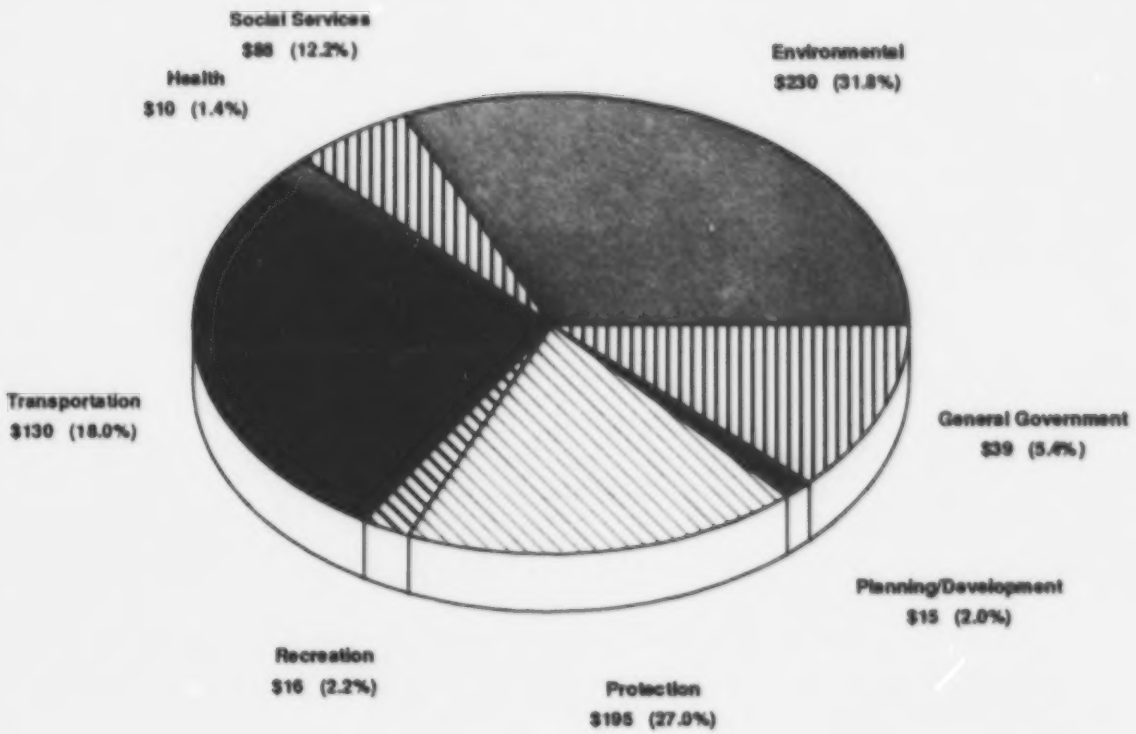
	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
RESERVE BALANCE-					
BEGINNING OF YEAR	*56,109*	34,994	23,386	18,873	5,631
ADD:					
Interest Earned by Reserves	*4,284*	2,231	1,480	1,234	698
Repayment-Current Budget	*11,831*	14,922	17,511	17,259	18,888
Repayment-Capital Lot Levy Reserve	*309*	309	309	309	309
Repayment-Oversizing Reserve	*46*	46	46	46	46
Repayment of Locals-Owners' Portion	*0*	724	1,125	1,667	2,310
Repayment-H.S.R.	*480*	480	0	0	0
	73,055	53,706	43,857	39,388	27,882
LESS:					
Net Capital Requirements	*33,140*	27,461	21,223	29,355	10,855
Financing of Locals-Owners' Portion	*4,621*	2,559	3,461	4,102	5,545
Capital Levy Contribution-Roads Rehabilitation Program	*300*	300	300	300	300
RESERVE BALANCE - END OF YEAR	*34,994*	**23,386**	**18,873**	**5,631**	**11,182**
PRE-FINANCED CAPITAL PROJECTS					
Freeway	*27,104*	21,619	13,829	11,389	11,389
P.A.R.C.I.L.	*(2,937)*	(5,093)	(7,511)	(6,769)	(5,968)
Services for Seniors	*1,617*	796	12,650	11,007	7,119
Roads	*25,918*	12,238	2,974	(3,531)	(10,620)
TOTAL PRE-FINANCING - END OF YEAR	*51,702*	**29,560**	**21,942**	**12,096**	**1,920**
RESERVE BALANCE - YEAR END	*86,696*	**52,946**	**40,815**	**17,727**	**13,102**

FIVE-YEAR FORECAST OF REGIONAL CURRENT BUDGET

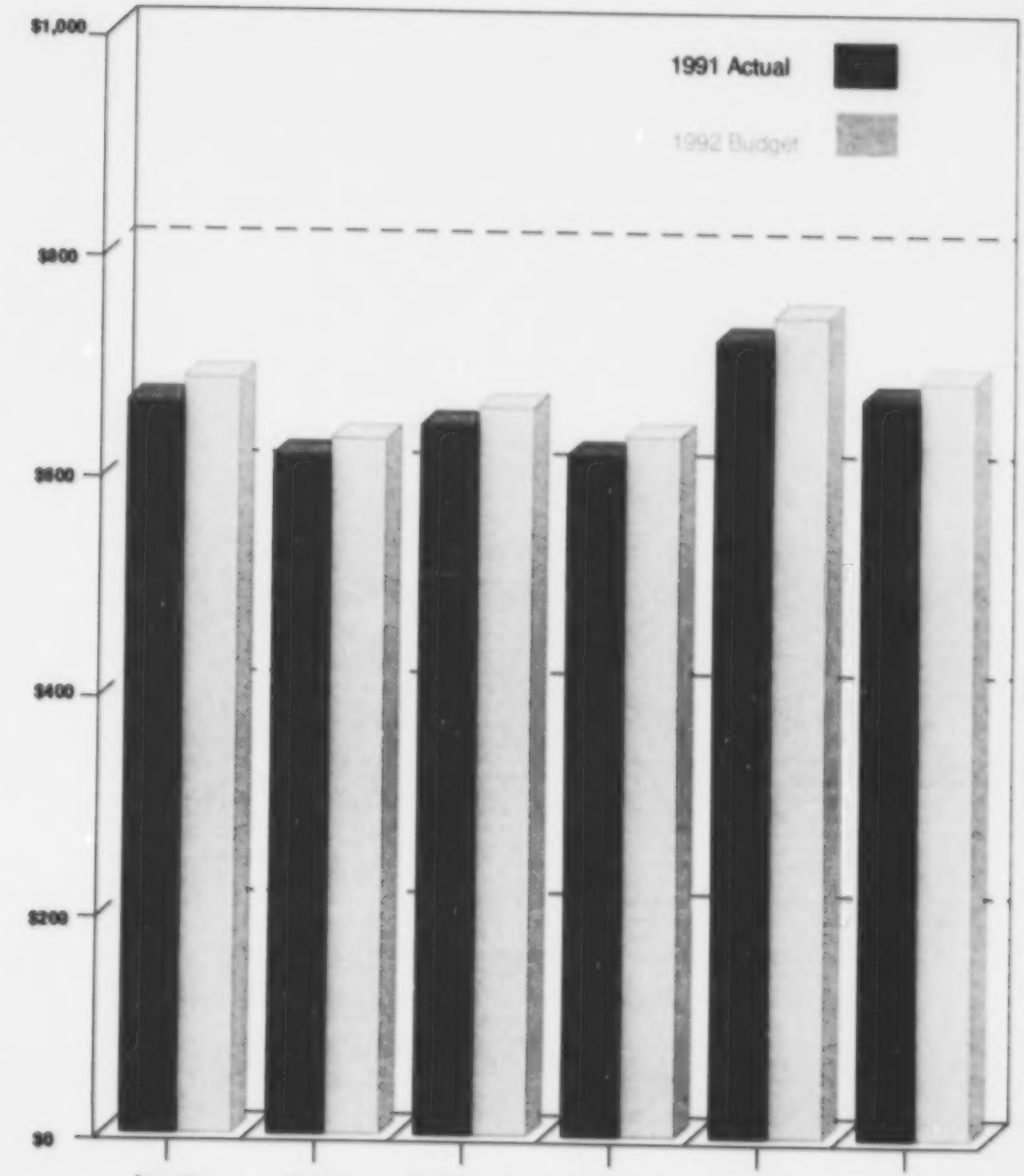
	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS CURRENT EXPENDITURE					
General Government Services	*25,430*	26,182	27,522	28,365	29,138
Protection to Persons & Property	*72,165*	75,405	77,767	79,638	81,426
Transportation Services	*121,147*	125,622	124,494	124,844	128,813
Environmental Services	*92,679*	96,403	100,841	105,763	100,169
Health Services	*16,829*	17,601	18,021	18,390	18,569
Social & Family Services	*181,465*	186,858	191,795	197,289	203,902
Recreation & Cultural Services	*6,978*	7,263	7,490	7,646	7,819
Economic Development & Planning	*8,210*	8,991	9,211	9,421	9,635
TOTAL GROSS CURRENT EXPEND.	*524,903*	544,325	557,141	571,356	579,471
GROSS CURRENT REVENUE					
Government Grants - Unconditional	*29,899*	30,498	31,108	31,886	32,681
Government Grants - Specific	*175,814*	180,716	185,042	189,669	194,409
Fares, Fees & Service Charges	*53,720*	55,120	56,029	57,450	58,774
Billings to Area Municipalities	*9,846*	11,255	11,550	11,703	12,002
Other Regional Sources	*43,809*	43,762	45,890	47,690	49,013
	313,088	321,351	329,619	338,398	346,879
Self-Supporting Services	*52,336*	53,364	55,413	57,406	59,534
TOTAL GROSS CURRENT REVENUE	*365,424*	374,715	385,032	395,804	406,413
FUNDED BY TAX LEVY	*159,479*	169,610	172,109	175,552	173,058
% CHANGE (BEFORE ASSESSMENT GROWTH)	*4.29%*	6.35%	1.47%	2.00%	-1.44%
% CHANGE (AFTER ASSESSMENT GROWTH)	*3.84%*	5.82%	0.97%	1.49%	-1.91%

Note: Based on Assessment Growth of .5% for 1993 to 1996

WHERE YOUR REGIONAL DOLLAR GOES
1992 Average Residential Service Bill - $723
Market Value $150,000



TOTAL REGIONAL SERVICE BILL AND INCREMENTAL IMPACT PER AVERAGE HOUSEHOLD



	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
1991 Actual	$684	$616	$644	$618	$721	$689
1992 Budget	$685	$631	$660	$634	$742	$685
Change	$ 21	$ 15	$ 16	$ 16	$ 21	$ 16
Impact	3.2%	2.4%	2.5%	2.6%	2.9%	2.4%

FOUR YEAR HISTORICAL REVIEW WITH 1992 PROJECTIONS

	1988 ACTUAL $000	1989 ACTUAL $000	1990 ACTUAL $000	1991 ACTUAL $000	1992 PRO FORMA $000
BALANCE SHEET @ DEC.31					
ASSETS					
Current Assets	154,681	215,477	203,632	241,602	*270,576*
Recoverable Capital Outlay	65,937	118,096	105,682	127,013	*168,248*
Restricted Investments	8,467	9,613	12,584	14,361	*49,016*
	229,085	**343,186**	**321,898**	**382,976**	*487,840*
LIABILITIES					
Current Liabilities	49,688	64,298	45,354	59,746	*188,331*
Net Long Term Debt	65,937	118,096	105,682	127,013	*168,248*
Unexpended Capital Funds	24,563	59,586	41,497	44,296	*18,725*
Reserves and Reserve Funds	85,435	98,539	127,216	149,789	*112,536*
Accumulated Surplus	3,462	2,667	2,149	2,132	*0*
	229,085	**343,186**	**321,898**	**382,976**	*487,840*
BORROWING FROM RESERVES					
Internal Debt-Beg. of Year	46,027	53,260	63,022	63,040	*61,455*
Add: Loans to Capital Fund	11,205	13,945	6,944	5,469	*20,679*
Less: Principal Repayment	3,972	4,183	6,926	7,054	*7,060*
Internal Debt At Year End	**53,260**	**63,022**	**63,040**	**61,455**	*75,074*
NET LONG TERM DEBT					
External Debt-Beg. of Year*	73,974	65,169	117,355	104,318	*127,013*
Add: Additional Borrowings	0	60,755	0	33,220	*53,462*
Less: Principal Repayment	8,037	7,828	11,673	10,525	*12,227*
External Debt At Year End	**65,937**	**118,096**	**105,682**	**127,013**	*168,248*
Less: Own Holdings	7,124	7,733	6,969	7,528	*7,528*
Debt Held Externally	58,813	110,363	78,713	119,485	*160,720*
To Be Repaid From:					
General(Tax Levies)	21,803	77,564	63,142	89,879	*98,941*
Regional Enterprises(Rates)	43,254	40,047	33,970	29,448	*26,643*
Reserves	880	485	8,570	7,686	*42,664*
External Debt At Year End	**65,937**	**118,096**	**105,682**	**127,013**	*168,248*

* Balances have been restated to reflect interest earned on Sinking Funds and U.S. Exchange.

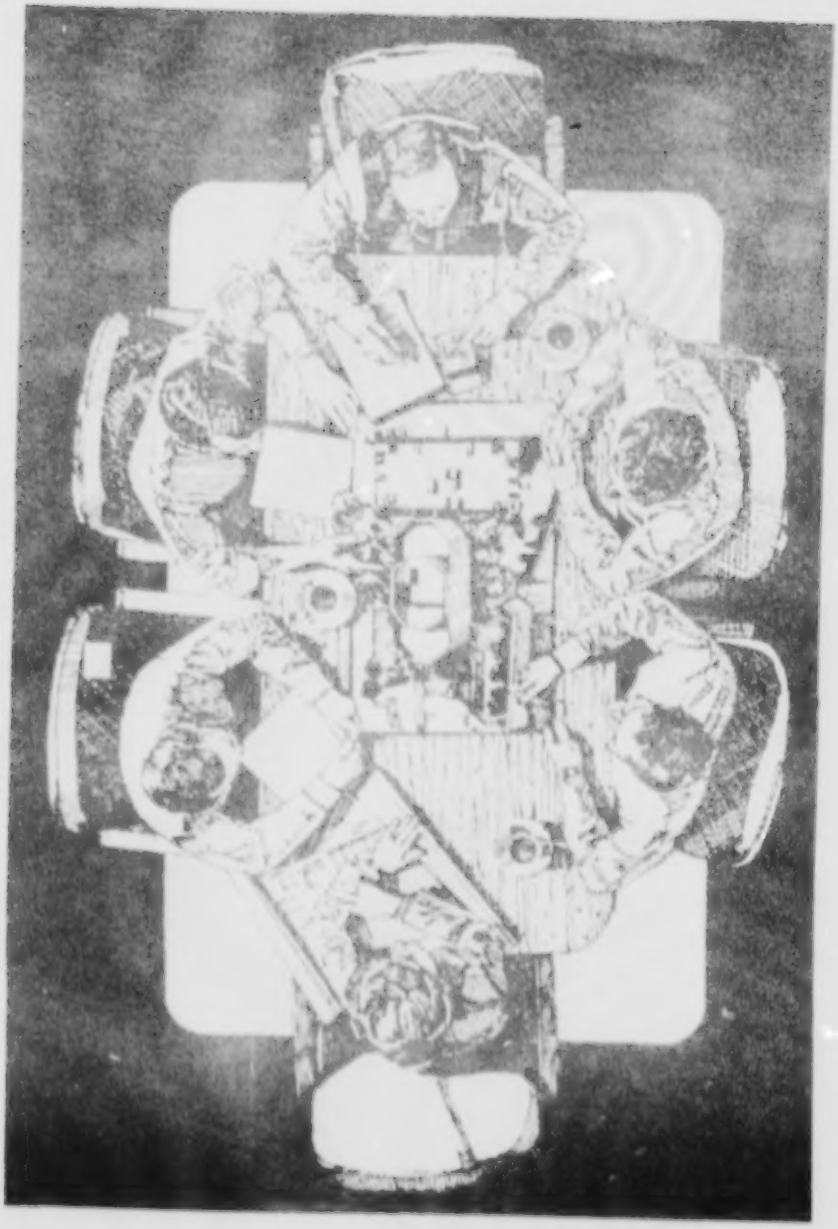
FOUR-YEAR HISTORICAL REVIEW WITH 1992 PROJECTIONS

	1988 ACTUAL $000	1989 ACTUAL $000	1990 ACTUAL $000	1991 ACTUAL $000	1992 PRO FORMA $000
CURRENT FUND					
ANALYSIS OF EXPENDITURE:					
Salaries and Wages	130,154	144,299	161,761	176,299	*199,927*
Goods and Services	81,492	96,111	106,775	112,943	*123,427*
Transfer Payments	86,199	98,491	125,444	170,816	*175,698*
Debt Charges	14,418	14,261	21,603	21,658	*25,851*
	312,263	**353,162**	**415,583**	**481,716**	*524,903*
ANALYSIS OF REVENUE:					
Property Taxation	110,028	124,526	140,657	157,623	*159,479*
Government Grants	100,827	110,122	134,040	176,712	*205,713*
Direct Billings-Rates	43,876	46,037	48,424	51,204	*52,336*
Fees,Service Charges & Other	59,480	71,682	91,944	96,160	*105,243*
Surplus from Previous Year	1,514	3,462	2,667	2,149	*2,132*
	315,725	355,829	417,732	483,848	*524,903*
Less: Surplus At Year End	3,462	2,667	2,149	2,132	*0*
	312,263	**353,162**	**415,583**	**481,716**	*524,903*

FOUR-YEAR HISTORICAL REVIEW WITH 1992 PROJECTIONS

	1988 ACTUAL $000	1989 ACTUAL $000	1990 ACTUAL $000	1991 ACTUAL $000	1992 PRO FORMA $000
CAPITAL FUND					
Unexpended Capital Financing At Beginning Of Year	***14,289***	***24,563***	***59,586***	***41,497***	*44,296*
CAPITAL FINANCING:					
Contribution from Own Funds	47,989	44,612	27,195	28,391	*70,740*
External Borrowings	0	60,113	0	32,639	*14,225*
Government Grants	25,714	20,710	28,216	18,698	*28,713*
Other	12,430	12,726	19,673	17,892	*70,699*
Capital Funds Available for Use	100,422	162,724	134,670	139,117	*228,673*
Less: Capital Expenditures	75,859	103,138	93,173	94,821	*209,948*
UNEXPENDED CAPITAL FINANCING AT YEAR END	**24,563**	**59,586**	**41,497**	**44,296**	*18,725*
RESERVES AND RESERVE FUNDS					
Reserves and Reserve Funds at Beginning of Year	***77,903***	***85,435***	***98,539***	***127,216***	*149,789*
Add:					
Contributions to Reserves/Reserve Funds					
Contribution from Own Funds	16,670	25,766	25,190	26,210	*19,086*
Interest/Debenture Proceeds/ Lot Levy Receipts,etc.	22,108	18,835	25,864	22,136	*11,891*
Funds Available for Use	116,681	130,036	149,593	175,562	*180,766*
Less:					
Use of Reserves/Reserve Funds					
Contribution to Own Funds	25,409	27,490	20,373	23,311	*57,116*
Debt Charges	337	431	1,604	1,556	*197*
Other	5,500	3,576	400	906	*1,605*
RESERVES AND RESERVE FUNDS AT YEAR END	**85,435**	**98,539**	**127,216**	**149,789**	*121,848*

GENERAL



GOVERNMENT

PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
FINANCE						
Financial Planning	Workload	Grant Applications Analyzed	120	111	93%	130
	Efficiency	Approval of Budget Process	Apr. 4	Mar. 27	N/A	early Mar.
	Efficiency	Budget "How to" Manual	Aug. 31	Nov. 30	N/A	Aug. 31
	Workload	# of Variance Reports	4	4	100%	4
Risk Management/ Insurance	Efficiency	Presentation to Committees	May 31	Aug. 20	N/A	N/A
	Efficiency	Implementation & Recommendations	Dec. 31	N/A	N/A	N/A
Local Improvements	Efficiency	Complete Rating Process	Mar. 20	Mar. 20	N/A	Mar. 17
Accounting	Workload	Cheques Reconciled	253,000	285,200	112%	290,000
	Workload	Journals Processed	7,000	7,000	100%	7,000
	Efficiency	Financial Report	Feb. 28	Feb. 28	N/A	Feb. 28
	Efficiency	# of Days to Distribute Cheques	3	3	100%	3
Payroll	Workload	# of Employees Covered	4,050	4,300	106%	4,300
	Workload	# of Computer Cheques	50,000	55,000	110%	55,000
	Workload	Direct Deposits	55,300	52,000	94%	52,000
	Workload	# of Manual Cheques	1,100	1,700	155%	1,100
	Efficiency	# of Cheques/Deposit/Clerk/Month	1,775	1,783	100%	1,783
Disbursements	Workload	# of Invoices Processed	100,000	78,000	78%	80,000
	Workload	# of Purchase Orders Processed	18,000	16,000	89%	18,000
	Efficiency	Average Invoices/Clerk/Day	96	75	78%	77
	Efficiency	Average Cheques/Clerk/Day	38	35	92%	38
	Efficiency	Discounts Earned	10,000	12,500	125%	5,000
Pensions	Workload	# of Cheques Produced	5,300	5,470	103%	5,500
	Workload	Annual Pension Payments	8,180,000	7,600,000	93%	8,600,000
	Efficiency	# of Cheques/Month/Clerk	220	220	100%	220
	Efficiency	# of Active Members/Clerk	1,865	1,960	105%	2,000
Benefits	Workload	# of Active Employees Covered by Benefit Plans	3,650	4,100	112%	4,100
Grants & Cash Management	Workload	# of Work Days to Prepare Reconciliation	7	7	100%	7
	Efficiency	# of Work Days after Month-End to Produce Solid Waste Billings	4	2	50%	2
	Efficiency	% of Water Related Accounts Followed up within 5 days of being Delinquent	100%	85%	85%	90%
	Effectiveness	% of Acc. Outstanding over 90 Days	2.5%	3.8%	152%	2.5%
	Effectiveness	Total Interest Collected on Overdue Accounts	25,000	116,000	464%	100,000
Investments	Effectiveness	Average Rate of Return	7.50%	9.66%	129%	10.00%

STATEMENT OF PURPOSE

Chairman

To act as Chairman of Council and to provide a Regional viewpoint on all important issues.

To provide effective government in an equitable manner through Committee and Council meetings.

To represent and speak on behalf of the Region in dealings with other governments, bodies and persons.

Chief Administrative Officer

To assist Regional Council in the course of its deliberation and to advise on major policy issues.

To provide leadership and sound management for all Regional departments and to co-ordinate joint departmental decisions concerning budgets, delivery of service and other matters of a Regional concern. To provide advice and direction on matters concerning corporate policy, procedures, and administration.

Objectives for 1992:

To review the implementation of changes to the organizational structure of the Airport and Engineering Departments.

To review the possibility of decentralizing Regional Departments for the purpose of better delivery of service to the public and for the purpose of housing Regional Departments.

To continue to develop an "Excellence in Service" Program with Senior Management Team and their departments.

To oversee the Performance Excellence Program and Chairman's Task Force on Affordable Housing.

Internal Audit

Within the Chief Administrative Office is the Internal Audit section. It's purpose is to conduct professional evaluations and make recommendations to ensure that all significant activities are executed in compliance with prescribed policies and procedures, and that they are performed efficiently and effectively.

Objectives for 1992:

To provide areas under review with recommendations which, if implemented, would enhance control, accountability and responsiveness of the Region as a whole.

To act as a resource for all departments in the establishment of sound policy and procedures.

To provide management with information to assist in the control of operations for which it is responsible.

To maintain External Audit fees at an acceptable level through use of Internal Audit resources.

Clerk

To provide secretariat services to Council and its Committees, including preparation, printing and circulation of agendas, minutes, and correspondence.

To provide information to the public, related to Council decisions.

To record decisions, votes, resolutions and proceedings of Council pursuant to Provincial legislation.

To ensure safekeeping of official records, resolutions, by-laws, decisions and proceedings of Council.

Objectives for 1992:

To enhance service to Committees of Council, Councillors, public and staff.

To improve quality of printed material.

To emphasize staff training in particular areas such as parliamentation procedures and convening of meetings.

STATEMENT OF PURPOSE (Cont'd)

Legal Services

To provide legal services to Regional Council and Committees, Regional Departments, Regional Transit Companies, Board of Commissioners of Police, Hamilton Region Conservation Authority and Library Board.

Legal services are provided by a combination of inside and outside counsel.

Inside counsel becomes involved in both anticipatory and responsive programs such as:

Counselling (general counsel, legislative, analysis, legal audit)

Litigation which includes all forms of dispute resolution including claims by and against the Region, prosecutions, arbitrations, etc.

Property matters including conveyance of title and ownership investigation, private and public land development.

Negotiating, drafting, executing of legal documents such as contracts, by-laws, commercial agreements, etc.

Outside counsel is used for non-insurance litigation files, legal work requiring second or impartial opinion, and expertise or time not available in-house.

Objectives for 1992 include review of the outside counsel program, the records management program and the staffing levels in the department.

Human Resources Centre

To provide the necessary human resources for all Regional and City of Hamilton Departments by co-ordinating internal and external recruitment, negotiating Collective Agreements, interpreting agreements and handling issues relating to complaints, grievances and discipline.

To provide counselling services, training and development for all levels of employees as well as administering the Employment Equity program and an effective safety program.

The objective for 1992 is to ensure that all programs operate efficiently and effectively within the guidelines set by Council and appropriate legislation.

Finance

To provide efficient and effective Resource Management. To supply all financial information and reports on a current and timely basis through effective accounting and financial control systems. To develop financial policy and make recommendations to Council and Management on all financial matters regarding the Region.

Objectives for 1992:

Ensure implementation of all Council decisions and then monitor activities, ensuring these policies are continued on a proper and unbiased basis.

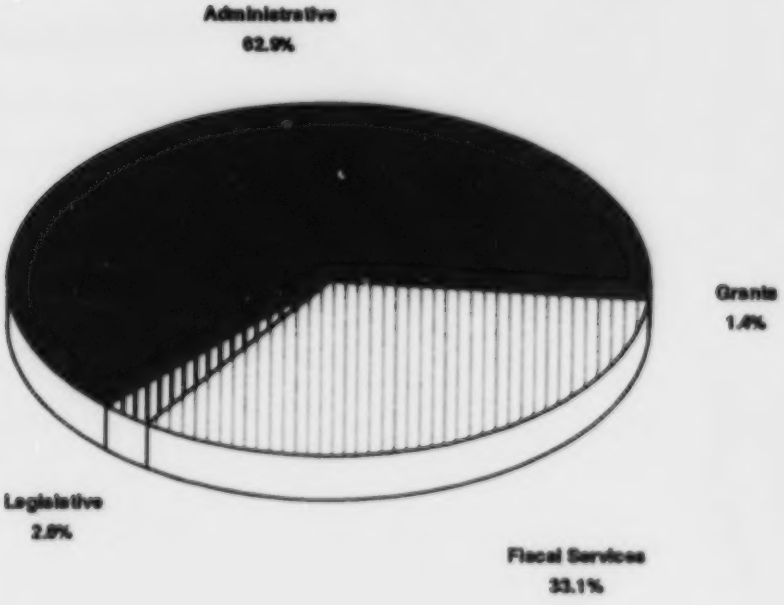
Encourage the use of financial planning to improve the quality and relevance of financial advice to Council.

Assist in the integration of financial services on a corporate basis.

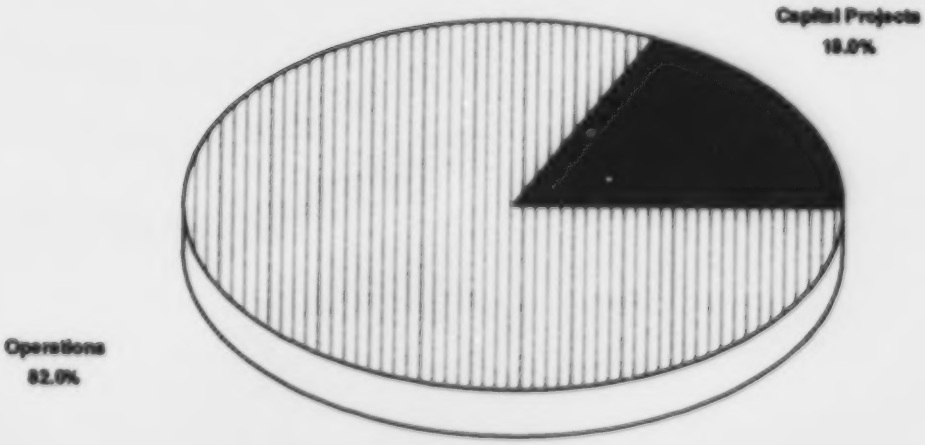
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURE				
LEGISLATIVE	748	796	796	774
ADMINISTRATIVE DEPARTMENTS				
Chairman	367	355	368	305
Chief Administrative Officer	388	408	423	420
Internal Audit	197	227	222	237
Clerk	1,062	1,215	1,247	1,236
Legal Services	1,389	2,126	1,998	2,059
Human Resources Centre	4,024	4,289	4,058	4,429
Finance	7,434	8,024	8,273	8,710
Systems	3,262	3,636	3,472	3,875
Accommodation	1,085	1,489	1,164	1,698
Charged to Other Functions/Funds	(7,418)	(9,710)	(9,418)	(10,024)
	11,790	12,059	11,807	12,945
Debt Charges	47	68	47	55
Capital Projects	1,153	5,281	1,656	5,381
	12,990	17,408	13,510	18,381
FISCAL SERVICES				
Financial Charges	5,465	4,097	8,267	4,071
Leased Out - Wentworth Court House	1,146	1,163	1,495	1,527
Contingency Provision	0	4,457	0	3,069
Insurance	1,780	2,047	2,444	1,750
Purchasing	293	293	317	298
Performance Excellence	257	443	268	454
Pay Equity	250	998	0	2,000
Charged To Other Functions/Funds	(3,276)	(3,374)	(3,619)	(3,485)
	5,915	10,124	9,172	9,684
GRANTS TO COMMUNITY AGENCIES				
Operations	102	116	121	222
Capital Projects	300	200	200	200
	402	316	321	422
TOTAL CONSOLIDATED EXPENDITURE	**20,055**	**28,644**	**23,799**	**29,261**
REVENUE				
Regional Levies	7,685	12,411	9,598	11,137
Government Grants - Unconditional	1,651	2,724	1,956	2,433
Government Grants - Specific	82	164	84	181
Fees From Users	1,690	1,863	1,956	2,431
Billings to Area Municipalities	2,583	2,886	2,689	3,263
Financing - Internal Sources	3,623	1,513	4,661	2,364
Financing - External Sources	0	4,491	0	4,491
Other - Regional Sources	2,741	2,592	2,855	2,961
TOTAL CONSOLIDATED REVENUE	**20,055**	**28,644**	**23,799**	**29,261**

GENERAL GOVERNMENT SERVICES
1992 CONSOLIDATED EXPENDITURE
$29.3 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURE					
Legislative	774	797	817	838	859
ADMINISTRATIVE DEPARTMENTS					
Chairman	305	314	322	330	338
Chief Administrative Officer	420	433	443	455	466
Internal Audit	237	244	250	256	263
Clerk	1,236	1,273	1,305	1,338	1,371
Legal Services	2,059	2,121	2,174	2,228	2,284
Human Resources Centre	4,429	4,562	4,676	4,793	4,913
Finance	8,710	8,971	9,196	9,425	9,661
Systems	3,875	3,991	4,091	4,193	4,298
Accommodation	1,698	1,749	1,793	1,837	1,883
Charged to Other Functions	(8,474)	(8,728)	(8,946)	(9,170)	(9,399)
	14,495	14,930	15,304	15,685	16,078
Capital Financing	55	58	756	942	1,038
	14,550	14,988	16,060	16,627	17,116
FISCAL SERVICES					
Financial Charges	4,071	4,193	4,298	4,405	4,516
Leased Out-Court House	1,527	1,573	1,612	1,652	1,694
Contingency Provision	3,069	3,161	3,240	3,321	3,404
Insurance	1,750	1,803	1,848	1,894	1,941
Purchasing	298	307	315	322	331
Performance Excellence	454	468	479	491	504
Pay Equity	2,000	2,060	2,112	2,164	2,218
Charged To Other Functions/Funds	(3,485)	(3,590)	(3,679)	(3,771)	(3,866)
	9,684	9,975	10,225	10,478	10,742
GRANTS TO COMMUNITY AGENCIES					
Operations	222	222	222	222	222
Capital Financing	200	200	200	200	200
	422	422	422	422	422
TOTAL GROSS EXPENDITURE	25,430	26,182	27,524	28,366	29,139
REVENUE					
Government Grants - Unconditional	2,433	2,482	2,531	2,595	2,659
Government Grants - Specific	181	185	188	193	198
Fees From Users	2,431	2,504	2,567	2,631	2,696
Billings to Area Municipalities	3,263	3,361	3,445	3,531	3,619
Financing - Internal Sources	2,035	2,096	2,148	2,202	2,257
Other - Regional Sources	3,950	4,069	4,170	4,274	4,381
TOTAL REVENUE	14,293	14,697	15,069	15,426	15,810
FUNDED BY TAX LEVY	11,137	11,485	12,455	12,939	13,329
% Increase	-10.3%	3.1%	8.5%	3.9%	3.0%

FIVE-YEAR CAPITAL BUDGET - CORPORATE SERVICES

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
Development Charge Study	52	0	0	0	114	166
Telephone System	19	0	0	0	0	19
Emergency Communication System	187	9,190	1,750	2,910	0	14,037
New Regional Headquarters	5,000	10,902	11,971	13,312	17,341	58,526
Systems - Network Replacement	143	123	0	0	0	246
Grants to Outside Organizations	200	200	200	200	200	1,000
	5,581	20,415	13,921	16,422	17,655	73,994
CAPITAL FINANCING						
Financing - External Sources	4,431	9,793	10,752	11,957	15,575	52,568
Financing - Internal Sources	329	6,842	1,750	900	0	9,821
Current Contribution	200	200	200	200	200	1,000
Other Revenue	561	3,580	1,219	3,365	1,880	10,605
	5,581	20,415	13,921	16,422	17,655	73,994

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	200	200	200	200	200	1,000
Debt Charges - Existing	55	55	55	55	55	275
Debt Charges - New	0	3	701	887	983	2,574
TOTAL CAPITAL FINANCING	255	258	956	1,142	1,238	3,849
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	255	258	956	1,142	1,238	3,849

PROTECTION

TO PERSONS & PROPERTY

911

PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
POLICE						
Special	Workload	Intelligence (Charges)	399	343	86%	300
Services	Workload	Vice (Charges)	969	1,009	104%	1,000
Division	Workload	Drug (Charges)	651	696	107%	700
Crime Stoppers	Effectiveness	Criminal Arrests	187	188	101%	190
Branch	Effectiveness	Cases Cleared	330	372	113%	370
	Effectiveness	Stolen Property Recovered	$371,040	$936,625	150%	$550,000
	Effectiveness	Seizure of Illicit Drugs	$253,051	$204,170	81%	$200,000
Traffic Division	Workload	Vehicles Stopped Under the Ride Program	56,985	17,729	*31%	20,000
Community	Workload	School Visits	1,356	880	66%	900
Services	Workload	Lectures Presented	2,543	2,053	81%	2,000
	Workload	Students Lectured	53,962	43,440	81%	40,000
	Workload	Public Groups Lectured	356	544	**153%	550
	Workload	Public Tours	181	180	99%	180
	Workload	Persons on Tour	1,814	1,800	99%	1,800
	Workload	Neighbourhood Watch Organized	80	63	79%	65

* Traffic Division did not operate as many R.I.D.E. Programs in 1991 as in previous years. They were short staffed due to I.O.D. & sickness and the dedication of traffic officers to parades and other special events. It should be noted that the Hamilton-Wentworth Regional Police Service have undergone a complete re-organization process which would affect the performance measurements in traffic, community services and special services for 1992. Therefore, the 1992 target provided on this document are subjective estimates only.

** Public group lectures consist of a number of lectures on various crime prevention topics such as safety issues, neighbourhood watch, woman protection, senior protection, home security, street proofing, careers, robbery, fraud and shoplifting prevention strategies. In 1991, more topics were presented and more public groups were identified. Therefore, the public group lecture category has seen an overwhelming increase in numbers.

STATEMENT OF PURPOSE

Police Services Board

To provide policing and the maintenance of peace and good order, crime prevention and enforcement of criminal and regulatory laws in the Regional Municipality of Hamilton-Wentworth. Services provided include criminal investigations, traffic control, preventative patrolling and special educational services. A year round marine unit patrols an area in Burlington Bay and Lake Ontario.

Conservation Authorities

To provide environmental protection services as defined in the Conservation Act (Ontario) in all watershed areas within the Region of Hamilton-Wentworth. Specific services include the preservation of nature areas and wildlife, flood control and the provision of recreational facilities through community ponds, reservoir areas and nature trails.

Emergency Services

To ensure through the Emergency Measurers Organization that the full range of emergency planning and preparedness measures are in place to be implemented in the event of a major emergency.

To provide Emergency Phone Line to allow citizens to use a simple 24-hour phone number to request immediate assistance from any of the following emergency services - police, fire, ambulance.

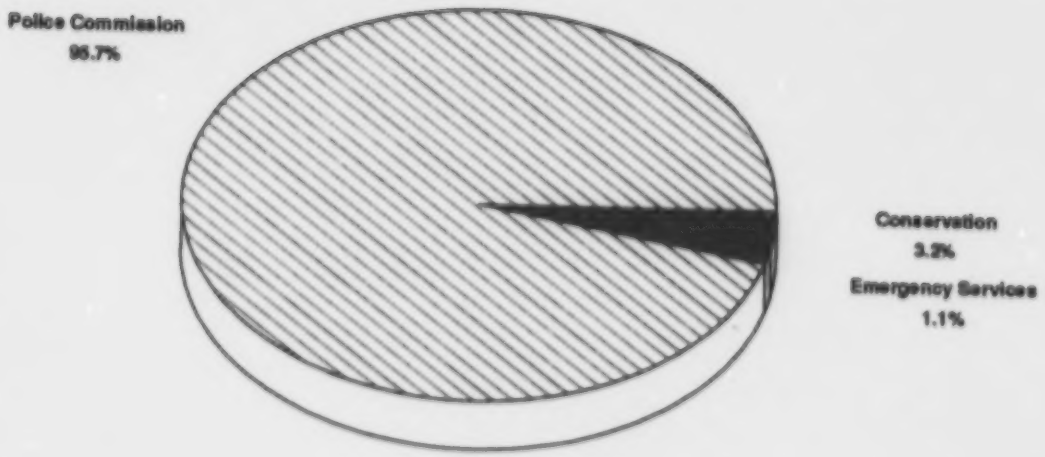
Grants to Community Agencies

To provide assistance to certain organizations which contribute to the provision of protection to persons and property.

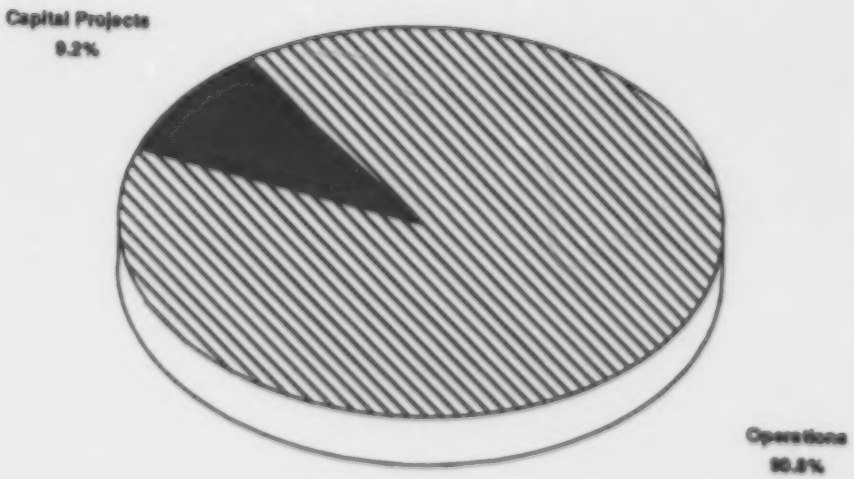
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURE				
POLICE SERVICES BOARD				
Operations	56,435	63,143	63,165	67,651
Debt Charges	1,429	766	842	1,196
Capital Projects	1,362	8,589	4,096	7,221
	59,226	72,498	68,103	76,068
GRANTS TO CONSERVATION AUTHORITIES				
Hamilton Region Authority	2,195	2,281	2,281	2,281
Grand River Authority	88	95	95	97
Halton Region Authority	61	62	62	64
Niagara Peninsula	75	83	83	86
	2,419	2,521	2,521	2,528
EMERGENCY SERVICES				
Operations	357	645	554	631
Debt Charges	0	62	62	119
Capital Projects	705	0	464	127
	1,062	707	1,080	877
GRANTS TO COMMUNITY GROUPS	33	33	33	40
TOTAL CONSOLIDATED EXPENDITURE	**62,740**	**75,759**	**71,737**	79,513
REVENUE				
Regional Levies	47,624	53,380	52,690	58,281
Government Grants - Unconditional	10,180	10,700	10,737	12,297
Government Grants - Specific	5	3	15	2
Fees From Users	723	796	1,267	779
Financing - Internal Sources	1,835	5,877	1,567	4,631
Financing - External Sources	0	2,712	2,747	2,514
Other - Regional Sources	2,373	2,291	2,714	2,809
TOTAL CONSOLIDATED REVENUE	**62,740**	**75,759**	**71,737**	79,513

PROTECTION TO PERSONS AND PROPERTY
1992 CONSOLIDATED EXPENDITURE
$79.5 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURE					
POLICE SERVICES BOARD					
Operations	*67,651*	69,680	71,423	73,209	75,039
Capital Financing	*1,196*	2,295	2,835	2,836	2,708
	68,847	71,975	74,258	76,045	77,747
GRANTS TO CONSERVATION AUTHS.					
Hamilton Region Authority	*2,281*	2,349	2,408	2,468	2,530
Grand River Authority	*97*	100	102	105	108
Halton Region Authority	*64*	66	68	69	71
Niagara Peninsula	*86*	89	91	93	95
	2,528	2,604	2,669	2,735	2,804
EMERGENCY SERVICES					
Operations	*631*	650	666	683	700
Capital Financing	*119*	136	136	136	136
	750	786	802	819	836
GRANTS TO COMMUNITY GROUPS	*40*	40	40	40	40
TOTAL GROSS EXPENDITURE	*72,165*	75,405	77,769	79,639	81,427
REVENUE					
Government Grants - Unconditional	*12,297*	12,543	12,794	13,114	13,441
Government Grants - Specific	*2*	2	2	2	2
Fees From Users	*779*	802	822	843	864
Other - Regional Sources	*2,806*	2,890	2,962	3,036	3,112
TOTAL REVENUE	*15,884*	16,237	16,580	16,995	17,419
FUNDED BY TAX LEVY	*56,281*	59,168	61,189	62,644	64,008
% INCREASE	*5.4%*	5.1%	3.4%	2.4%	2.2%

FIVE-YEAR CAPITAL BUDGET - POLICE

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
Enhanced 911	127	0	0	0	0	127
Project Constable / CAD	2,387	2,500	0	0	0	4,887
East End Police Station	4,834	0	0	0	0	4,834
Land Acquisition For New Facility	0	0	0	0	3,000	3,000
	7,348	2,500	0	0	3,000	12,848
CAPITAL FINANCING						
Development Charges	2,320	0	0	0	0	2,320
Financing - Internal Sources	2,511	2,500	0	0	0	5,011
Financing - External Sources	2,514	0	0	0	3,000	5,514
Other	3	0	0	0	0	3
	7,348	2,500	0	0	3,000	12,848

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution To Capital	0	0	0	0	0	0
Debt Charges - Existing	1,315	1,302	1,240	1,241	1,113	6,211
Debt Charges - New	0	1,129	1,731	1,731	1,731	6,322
TOTAL CAPITAL FINANCING	1,315	2,431	2,971	2,972	2,844	12,533
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,315	2,431	2,971	2,972	2,844	12,533

TRANSPORTATION

SERVICES

PERFORMANCE MEASUREMENTS

Category	1991 Selected Performance Indicator		1991 Target	1991 Achieved	% of Target	1992 Target
ROADWAYS						
Surface Maintenance	Workload	Hand Patching (Tonnes)	1,253	703	56%	1,252
	Workload	Patching - Grd. & Rel (Tonnes)	5,119	7,175	140%	4,870
	Workload	Spray Patching (100 Litres)	1,281	136	11%	1,281
	Workload	Surface Treatment (Square Metres)	405,266	344,837	85%	405,266
	Workload	Supervision Surfaces (Person Hours)	2,400	2,313	96%	1,871
	Workload	Mechanical Sweeping (Km's)	22,621	20,796	92%	16,068
	Workload	Intersection Sweeping (Person Hours)	316	369	117%	262
	Workload	Summer Road Patrol	276	196	71%	171
Shoulder Maintenance	Workload	Shoulder Sealing (100L)	504	247	49%	504
	Workload	Shouldering (Tonnes)	4,495	4,838	108%	4,495
	Workload	Shoulder Grading (Km's)	1,842	882	54%	1,975
	Workload	Spot Shoulder Grading (Person Hours)	80	166	208%	119
	Workload	Spot Shoulder (Person Hours)	387	447	116%	450
	Workload	Shoulder Washouts (Person Hours)	1,133	640	56%	766
	Workload	Supervision Shoulders (Person Hours)	432	433	100%	443
Roadside Maintenance	Workload	Tractor Mowing (Km's)	2,631	2,711	103%	2,631
	Workload	Hand Mowing - Scythe (Person Hours)	480	809	169%	1,088
	Workload	Tree Removal (Tree)	279	376	135%	336
	Workload	Stump Removal (Stump)	121	181	150%	121
	Workload	Brush-cutting (Person Hours)	1,388	1,093	79%	1,511
	Workload	Spot Debris Pickup (Person Hours)	3,070	2,911	95%	2,237
Winter Maintenance	Workload	Plowing (Km's)	29,602	7,042	24%	29,602
	Workload	Salting Continuous (Km's)	16,834	17,672	105%	16,834
	Workload	Sanding Continuous (Km's)	2,373	1,617	68%	2,373
	Workload	Snow Fence Up (Meters)	47,939	28,671	60%	8,690

STATEMENT OF PURPOSE

Roadways

To provide planning services for the safe and effective movement of vehicular traffic within the Region by means of arterial roadways and the related traffic control systems. The planning is based on information related to the present and the projected travel needs within the Region.

To implement current programs for the improvement, maintenance and administration of the Regional Road System.

To implement road maintenance programs to reduce the level of deficiency within the Regional Road System. Two major programs have been undertaken by the Region without matching provincial funding. In 1987 the Advance Road Rehabilitation Program and in 1989 the Enhanced Road Program.

Redhill Creek Expressway

To implement the construction of a controlled access roadway connecting Highway 403 in Ancaster to the QEW in the eastern part of the City of Hamilton.

The Province of Ontario has withdrawn its funding of the north-south portion of the Redhill Creek Expressway. Council is pursuing various methods to have funding reinstated, including legal avenues. The Region still has Provincial funding for the east-west portion of the Redhill Creek Expressway.

The 1992-1996 Capital Budget reflects Provincial funding for the east-west portion of the Redhill Creek Expressway.

Recoverable Services

To provide maintenance, reconstruction and local improvement construction services on local roadways which are the responsibility of the area municipality. All associated costs are recovered from the area municipality.

Regional Transit

To operate, through Hamilton Street Railway (H.S.R.), a safe, convenient and efficient public transit service within the urban area of the Region.

To provide, through Canada Coach Lines (C.C.L.), an inter-urban transit system providing transportation services to the residents of the suburban areas of the Region and providing linkages to all adjacent Regions and centres.

To provide through the Disabled and Aged Regional Transit System (D.A.R.T.S.), a parallel public transit system to those individuals who are unable to use the regular transit system.

As in the past, the Region has continued its policy of providing service to all users upon demands. Thereby eliminating the need for a waiting list.

The 1992 Budget was held to an inflationary increase despite an estimated 13.7% increase in passenger trips. This was accomplished through a minor service level cut and through a substantial reduction in the per trip cost for contracted livery service.

Regional Airport

To provide the travelling public of the Hamilton-Wentworth Region and adjacent areas with facilities for passenger and freight air transportation services. The Hamilton Civic Airport was assumed from the City of Hamilton in 1986. Administrative and operational expenditures are funded 100% by the Federal Government.

CONSOLIDATED EXPENDITURE AND REVENUE

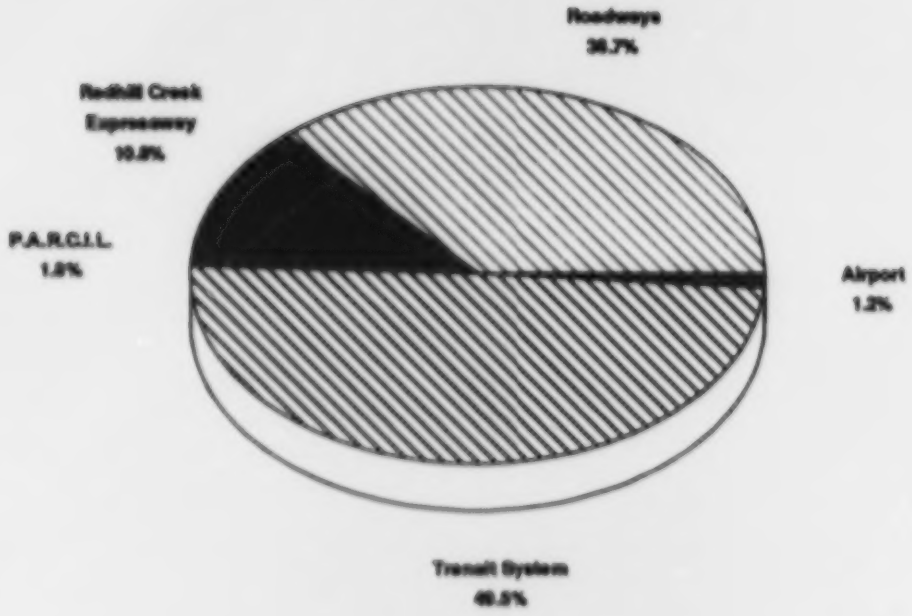
	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURES				
ROADWAYS				
Operations	15,522	22,294	27,515	23,967
Debt Charges	6,962	7,985	8,525	10,813
Capital Financing - Rehabilitation	3,137	3,184	3,184	3,917
Capital Projects	30,034	52,924	35,108	37,077
Transfers Between Functions/Funds	(6,127)	(11,672)	(14,107)	(16,401)
	49,528	74,715	60,225	59,363
RED HILL CREEK EXPRESSWAY				
Operations	750	838	683	913
Debt Charges	72	72	71	72
Capital Projects	20,745	48,842	28,488	17,396
Transfers Between Functions/Funds	(742)	(838)	(683)	(913)
	20,825	48,914	28,559	17,468
P.A.R.C.I.L.				
Operations	0	764	380	521
Capital Projects	302	6,760	1,676	2,778
Transfers Between Functions/Funds	0	(494)	(244)	(339)
	302	7,030	1,812	2,960
RECOVERABLE SERVICES				
School Traffic Officers	469	0	0	0
TRANSIT SYSTEM				
Hamilton Street Railway				
Operations	48,057	51,009	49,693	52,034
Debt Charges	2,497	2,567	2,570	2,151
Capital Projects	4,684	7,849	3,040	11,855
Canada Coach Lines				
Operations	7,440	5,534	5,189	5,348
Debt Charges	1,251	645	645	624
Capital Projects	0	0	0	310
Disabled and Aged Regional Transit				
Operations	4,991	6,239	6,155	6,752
Capital Projects	0	0	0	905
Travel Forecasting				
Operations	104	117	96	117
	69,024	73,960	67,388	80,196

CONSOLIDATED EXPENDITURE AND REVENUE (CONT'D)

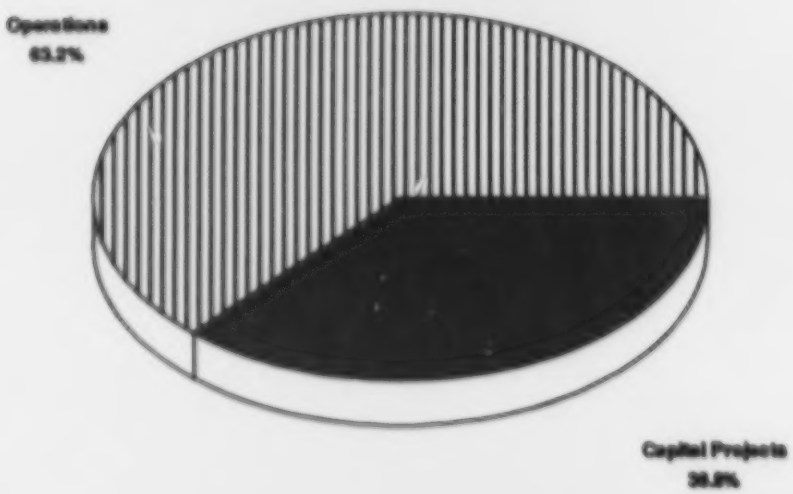
	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURES (CONT'D)				
REGIONAL AIRPORT				
Operations	1,886	1,802	1,810	*1,834*
Debt Charges	20	40	19	*45*
Capital Projects	36	108	78	*124*
	1,942	1,950	1,907	*2,003*
GRANTS TO COMMUNITY AGENCIES	10	4	4	*28*
TOTAL CONSOLIDATED EXPENDITURE	**142,100**	**206,573**	**159,895**	*162,016*
REVENUE				
Regional Levies	36,368	39,208	40,022	*40,969*
Government Grants - Unconditional	4,993	5,124	5,293	*5,613*
Government Grants- Ontario Specific	42,899	58,890	35,812	*41,708*
Government Grants- Federal Specific	636	758	902	*853*
Fees From Users	32,027	31,987	34,601	*31,382*
Billings to Area Municipalities	2,040	18,289	10,174	*4,258*
Financing - External Sources	4,825	13,480	6,804	*13,717*
Financing - Internal Sources	14,662	35,414	25,334	*18,668*
Other - Regional Sources	3,648	3,423	953	*4,848*
TOTAL CONSOLIDATED REVENUE	**142,100**	**206,573**	**159,895**	*162,016*

* The budget includes the gross costs of D.A.R.T.S. which is shown at net cost in financial statements.

TRANSPORTATION SERVICES
1992 CONSOLIDATED EXPENDITURE
$162.0 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURES					
ROADWAYS					
Transportation Services	*11,102*	11,435	11,721	12,014	12,314
Road Maintenance	*12,855*	13,240	13,570	13,910	14,258
Capital Financing	*20,916*	21,295	21,804	22,336	22,891
Transfers Between Functions	*(1,527)*	(1,573)	(1,612)	(1,654)	(1,695)
	43,346	44,397	45,483	46,606	47,768
RED HILL CREEK EXPRESSWAY					
Operations	*913*	940	964	988	1,013
Capital Financing	*7,284*	7,883	2,957	39	0
	8,197	8,823	3,921	1,027	1,013
P.A.R.C.I.L.					
Operations	*521*	692	727	339	347
Transfers Between Functions	*(98)*	(40)	(113)	(495)	(543)
	423	652	614	(156)	(196)
TRANSIT SYSTEM					
Hamilton Street Railway					
Operations	*52,986*	54,575	55,939	57,337	58,770
Capital Financing	*2,151*	2,514	2,860	3,272	3,651
Transfers Between Functions	*(752)*	(774)	(793)	(813)	(833)
Canada Coach Lines					
Operations	*5,348*	5,508	5,646	5,787	5,932
Capital Financing	*580*	566	671	776	890
Disabled and Aged Regional Transit					
Operations	*6,752*	7,041	7,787	8,572	9,311
Capital Financing	*92*	235	230	247	264
Travel Forecasting					
Operations	*117*	121	124	127	130
	67,274	69,786	72,464	75,305	78,115
REGIONAL AIRPORT					
Operations	*1,834*	1,897	1,943	1,992	2,041
Capital Financing	*45*	39	41	42	44
	1,879	1,936	1,984	2,034	2,085
GRANTS TO COMMUNITY AGENCIES	*28*	28	28	28	28
TOTAL GROSS EXPENDITURE	*121,147*	125,822	124,494	124,844	128,813

FIVE-YEAR CURRENT BUDGET FORECAST (CONT'D)

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
REVENUE					
Government Grants- Unconditional	5,613	5,725	5,840	5,956	6,135
Government Grants- Ontario Specific	21,086	21,508	21,938	22,486	23,048
Government Grants- Federal Specific	853	870	887	910	932
Fees From Users	31,382	32,681	33,703	34,759	35,835
Billings to Area Municipalities	4,259	4,498	4,624	4,804	4,726
Financing - Internal Sources	530	515	528	541	555
Transfers from Capital	16,856	16,536	16,961	17,120	17,548
Other - Regional Sources	530	173	176	182	185
TOTAL REVENUE	80,178	**82,508**	**84,657**	**86,588**	**89,564**
FUNDED BY TAX LEVY	40,969	**43,116**	**39,837**	**38,256**	**39,849**
% INCREASE	4.5%	5.2%	-7.6%	-4.0%	4.2%

* The budget includes the gross costs of D.A.R.T.S. which are shown at net cost in financial statements.

FIVE-YEAR CAPITAL BUDGET

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
Roadways	37,077	35,374	22,178	19,095	19,906	133,630
P.A.R.C.I.L.	2,776	3,634	4,885	913	876	13,084
Red Hill Creek Expressway	17,396	36,948	40,194	38,846	11,372	144,756
Hamilton Street Railway	11,855	10,694	14,225	13,314	9,979	60,067
Disabled & Aged Regional Transit System	905	1,075	1,391	936	1,026	5,333
Canada Coach Lines	310	639	654	711	1,026	3,340
Airport	124	1,816	3,000	0	0	4,940
	70,443	90,180	86,527	73,815	44,185	365,150
CAPITAL FINANCING						
Grants & Subsidies	20,622	32,310	34,164	34,325	15,421	136,842
Financing - External Sources	13,717	12,764	14,630	9,943	4,572	55,626
Financing - Internal Sources	3,649	3,599	4,716	4,452	4,065	20,481
Current Contribution	13,619	14,706	10,599	8,088	8,563	55,575
Contribution Carried Forward	125	0	0	0	0	125
Development Charge Contribution	14,893	20,840	13,949	13,830	8,319	71,831
Other Revenue	3,818	5,961	8,478	3,177	3,245	24,679
	70,443	90,180	86,527	73,815	44,185	365,150

SUMMARY OF CURRENT BUDGET EXPENDITURES RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	13,547	14,488	10,446	8,041	8,562	55,084
Debt Charges - Existing	13,604	13,530	13,006	12,850	12,704	65,694
Debt Charges - New	0	479	976	1,582	2,129	5,166
Contribution - Rehabilitation*	3,917	4,035	4,135	4,239	4,345	20,671
TOTAL CAPITAL FINANCING	31,068	32,532	28,563	26,712	27,740	146,615
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	31,068	32,532	28,563	26,712	27,740	146,615

* To establish a Reserve to assist repayment of debt charges generated by the external funding of the Rehabilitation Program. Debt charges are met from the Reserve.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES - PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
Waste Management	Efficiency	Disposal Site - Glanbrook (Tonnes Processed)	218,000	191,500	88%	130,000
	Efficiency	S.W.A.R.U. (Tonnes Incinerated)	100,000	60,500	60%	60,000
	Efficiency	Recyclable Collections (Tonnes)	25,000	17,700	71%	30,000
Waterworks						
	Workload	Waterman Repairs (No.)	480	504	105%	480
	Workload	Valve Maintenance (No.)	11,820	11,732	99%	12,240
	Workload	Hydrant Maintenance (No.)	21,759	13,661	63%	17,967
	Workload	Private Service Maintenance (No.)	9,932	14,084	142%	9,867
	Workload	System Maintenance (No.)	11,221	13,838	123%	11,276
Sanitary Sewers	Efficiency	Sewer Cleaning ($/Metre)	0.65	0.67	103%	0.59
	Workload	Sewer Inspection (Metres)	660,000	840,884	127%	660,000
	Workload	Combined Sewer Maintenance (Metres)	850,527	941,264	111%	866,398
Storm Sewers	Efficiency	Sewer Cleaning ($/Metre)	1.83	0.81	34%	1.13
	Workload	Sewer Inspection (Metres)	323,000	376,408	116%	323,000
	Workload	Manhole Repairs (No.)	35	42	120%	28
	Workload	Inlet/Outlet Maintenance (No.)	750	882	118%	750

STATEMENT OF PURPOSE

Sanitary Sewer System

To provide and maintain a system for the collection and treatment of domestic, commercial and industrial sanitary sewage to meet the effluent quality standards established by the Ministry of the Environment, and to ensure uninterrupted operation of the gravity sewer collection system, sewage pumping stations and three sewage treatment plants.

Water Works System

To continuously supply quality potable water to domestic, commercial and industrial consumers in sufficient quantity and at adequate pressure to satisfy user needs. The system consists of a water treatment plant, wells, booster pumping stations, reservoirs and distribution watermains.

Objectives for 1992:

To meet or exceed water quality objectives for drinking water as established by the Ministry of Environment and Environment Canada.

To maintain a normal operating water pressure in the distribution system.

To store sufficient water to supply water to the customer for 24 hours without electrical power.

Storm Sewers - Hamilton

To provide the City of Hamilton with a Storm Management System to convey storm water to natural waterways with the objective to establish separate storm and sanitary systems, minimize flooding and provide continuous uninterrupted operation of the gravity of storm sewer system.

Waste Management System

To provide Waste Management System facilities and services for the processing and disposal of acceptable solid waste generated within the Region of Hamilton-Wentworth. Activities involved include the provision of landfill sites, transfer stations, planning, development and maintenance of facilities and equipment, environmental monitoring and efficient resource recovery programs.

Regional Laboratories

To ensure a high quality of drinking water within the guidelines established by the Ministry of the Environment.

Administrative Services

To coordinate the administrative requirement, computer support and the Current and Capital Budget summarization and monitoring of the Environmental Services Department.

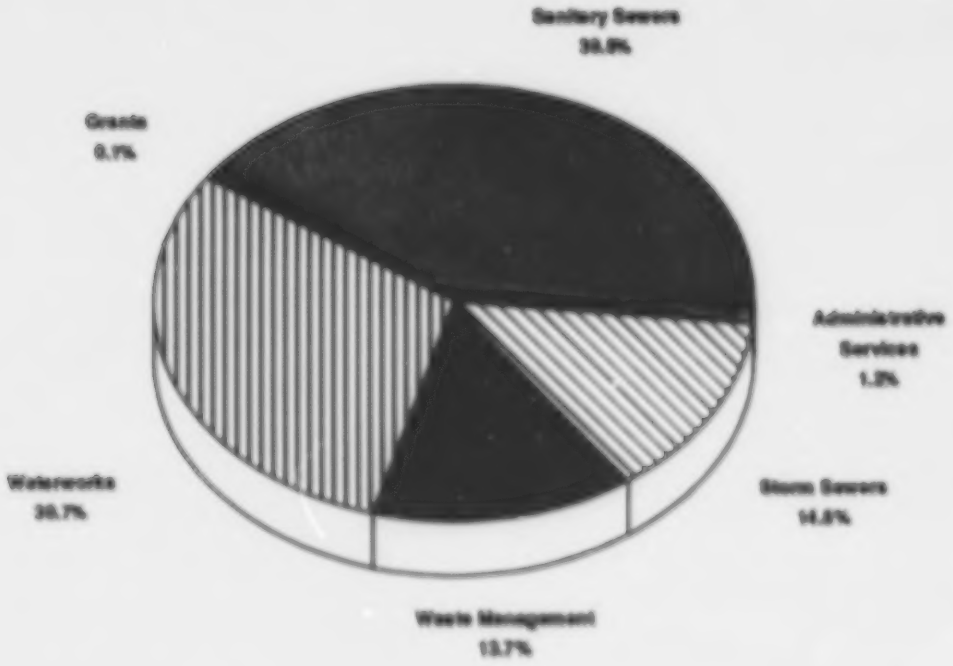
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURES				
SANITARY SEWERS				
Operations	15,824	16,401	16,608	17,387
Debt Charges	7,377	7,328	7,362	7,352
Capital Projects	13,006	29,868	9,562	49,047
Transfers Between Functions\Funds	(309)	(345)	(424)	(360)
	35,898	53,272	33,108	73,426
WATERWORKS SYSTEM				
Operations	16,952	16,664	17,195	17,110
Debt Charges	6,914	6,977	6,696	6,229
Capital Projects	7,496	27,209	11,029	32,955
Transfers Between Functions\Funds	(437)	(652)	(70)	(486)
	30,925	50,196	34,850	55,808
STORM SEWER SYSTEM				
Operations	1,603	1,557	1,822	1,535
Debt Charges	2,738	2,959	3,134	3,844
Capital Projects	12,678	15,430	8,516	20,934
	17,019	19,946	13,472	26,313
WASTE MANAGEMENT SYSTEM				
Operations	18,051	21,990	19,230	19,503
Debt Charges	1,249	758	757	715
Capital Projects	3,947	11,170	2,328	6,177
Transfers Between Functions\Funds	(92)	(1,521)	(1,405)	(1,448)
	23,155	32,397	20,910	24,947
REGIONAL LABRATORIES				
Operations	1,641	1,083	1,179	1,065
Transfers Between Functions\Funds	(1,498)	(1,039)	(1,050)	(1,049)
	143	44	129	16
ADMINISTRATIVE SERVICES				
Operations	14,955	5,638	6,167	6,532
Transfers Between Functions\Funds	(10,023)	(3,655)	(3,731)	(4,363)
	4,932	1,983	2,436	2,169
GRANTS TO COMMUNITY AGENCIES				
Operations	133	186	178	183
TOTAL CONSOLIDATED EXPENDITURE	112,206	158,025	105,083	181,862

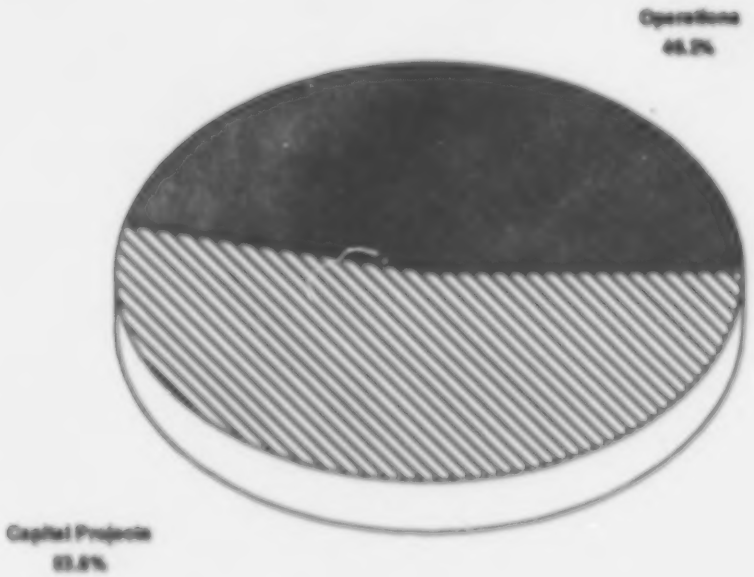
CONSOLIDATED EXPENDITURE AND REVENUE (CONT'D)

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
REVENUES				
Regional Levies	11,885	12,589	12,532	13,357
Government Grants - Unconditional	4,200	4,158	4,158	1,628
Government Grants - Specific	2,764	6,083	2,169	9,368
Direct Billings Rate	48,424	50,457	51,204	52,336
Fees From Users	14,721	26,893	21,573	17,256
Billings to Area Municipalities	5,771	357	196	341
Financing - Internal Sources	7,458	52,847	9,262	80,736
Financing - External Sources	8,041	3,608	3,372	3,044
Other - Regional Sources	8,932	1,063	617	1,794
TOTAL CONSOLIDATED REVENUES	112,205	158,025	105,083	181,862

ENVIRONMENTAL SERVICES
1992 CONSOLIDATED EXPENDITURE
$181.9 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURES					
SANITARY SEWER SYSTEM					
Operations	*17,387*	17,996	18,536	19,097	19,672
Capital Financing	*15,127*	15,974	16,785	17,306	17,984
Transfers Between Functions	*(360)*	(371)	(380)	(390)	(399)
	32,154	33,599	34,943	36,013	37,257
WATERWORKS SYSTEM					
Operations	*17,110*	17,711	18,244	18,794	19,360
Capital Financing	*13,463*	14,187	14,609	15,064	15,582
Transfers Between Functions	*(486)*	(501)	(513)	(526)	(539)
	30,087	31,397	32,340	33,352	34,403
STORM SEWER SYSTEM					
Operations	*1,535*	1,590	1,638	1,687	1,738
Capital Financing	*6,371*	7,295	8,403	9,669	11,115
	7,906	8,885	10,041	11,356	12,853
WASTE MANAGEMENT SYSTEM					
Operations	*19,503*	19,498	20,625	22,089	22,641
Capital Financing	*715*	640	451	451	451
Transfers Between Functions	*(1,331)*	(1,371)	(1,405)	(1,440)	(1,476)
	18,887	18,767	19,671	21,100	21,616
REGIONAL LABRATORIES					
Operations	*1,085*	1,118	1,145	1,174	1,203
Transfers Between Functions	*(1,069)*	(1,101)	(1,129)	(1,157)	(1,186)
	16	17	16	17	17
ADMINISTRATIVE SERVICES					
Operations	*6,532*	6,728	6,896	7,068	7,245
Transfers Between Functions	*(3,087)*	(3,180)	(3,260)	(3,342)	(3,426)
	3,445	3,548	3,636	3,726	3,819
GRANTS TO COMMUNITY AGENCIES					
Operations	*184*	190	194	199	204
TOTAL GROSS EXPENDITURE	*92,679*	96,403	100,841	105,763	110,169

FIVE-YEAR CURRENT BUDGET FORECAST (CONT'D)

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
REVENUE					
Government Grants - Unconditional	*1,628*	1,661	1,694	1,736	1,780
Government Grants - Specific	*1,725*	1,760	1,795	1,840	1,886
Direct Billings Rate	*52,336*	53,364	55,413	57,406	59,534
Fees From Users	*12,497*	12,304	11,937	12,043	12,024
Services Provided to Other Municipalities	*228*	1,236	1,267	1,299	1,331
Financing - Internal Sources	*10,350*	9,559	10,870	12,103	12,582
Other - Regional Sources	*556*	472	484	496	508
TOTAL REVENUES	*79,322*	80,356	83,460	86,923	89,845
FUNDED BY TAX LEVY	*13,357*	16,047	17,381	18,840	20,534
% INCREASE	*8.4%*	20.1%	8.3%	8.4%	8.9%

FIVE-YEAR CAPITAL BUDGET

	1992	1993	1994	1995	1996	Total
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
WASTE MANAGEMENT	6,177	11,770	1,822	900	1,486	22,187
WATERWORKS	32,966	17,109	15,741	15,937	16,252	97,994
SANITARY SEWERS	48,047	17,769	23,250	31,575	19,673	140,314
STORM SEWERS	20,934	15,882	16,547	16,188	12,670	82,221
	108,113	62,530	57,360	64,633	50,080	342,716
CAPITAL FINANCING						
Grants & Subsidies	7,643	3,902	1,894	921	446	14,806
Current Contribution	17,537	17,723	20,590	23,489	24,861	104,200
Fees From Users	4,761	4,904	5,026	5,152	5,281	25,124
Financing - Internal Sources	73,760	34,613	28,626	33,612	17,997	188,628
Financing - External Sources	3,044	0	0	0	0	3,044
Billings to Area Municipalities	113	116	120	123	125	597
Other Revenue	1,235	1,272	1,304	1,336	1,370	6,517
	108,113	62,530	57,360	64,633	50,080	342,716

SUMMARY OF CURRENT BUDGET

EXPENDITURE RESULTING FROM

CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	17,537	17,723	20,590	23,489	24,861	104,200
Debt Charges - Existing	18,139	18,180	15,963	14,029	12,914	79,225
Debt Charges - New	0	2,193	3,695	4,992	7,357	18,237
TOTAL CAPITAL FINANCING	35,676	38,096	40,348	42,510	45,132	201,662
INCREMENTAL OPERATING COSTS	0	726	703	197	203	1,829
IMPACT ON CURRENT BUDGET	35,676	38,822	40,961	42,707	45,336	203,491

HEALTH SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
REGIONAL HEALTH						
Nutrition Promotion		Supermarket Safari Tours				
	Workload	Hours of Professional Time	270	280	105%	280
	Effectiveness	# of Participants	900	900	86%	900
		Community Presentations				
	Workload	Hours of Professional Time	575	600	104%	600
	Effectiveness	# of People Reached	4,875	2,500	47%	2,500
		Workshop with Caregivers of Preschoolers				
	Workload	Hours of Professional Time	125	140	105%	140
	Effectiveness	# of People Reached	400	300	75%	300
General Nursing	Workload	Preschool Hours	30,000	28,472	95%	27,500
	Workload	School Hours	12,000	13,574	113%	14,000
	Workload	Home Visiting & Counselling (Hours)	39,000	41,338	106%	41,500
	Workload	Hospital Liaison (Hours)	5,000	5,486	91%	5,000
	Workload	Community Agency Liaison (Hours)	43,000	46,746	105%	45,700
	Workload	Teaching Students (Hours)	1,500	1,520	101%	1,500
	Workload	Group Activities in Community (Hour)	30,000	28,200	101%	28,000
	Workload	Immunization - School Pupils (Hours)	9,500	9,800	105%	10,000
	Workload	Postcubitals - # Screened (Clients)	35,000	30,000	96%	29,000
	Workload	Lodging Homes - Inspections (Visits)	250	240	96%	250
	Workload	Follow-Up	400	450	105%	450
Prenatal Classes	Workload	# of Early Pregnancy Classes	15	16	83%	18
	Effectiveness	# of Attendees	135	1,145	91%	1,200
	Workload	# of Single Mother Prenatal Classes	145	170	117%	170
	Effectiveness	# of Attendees	750	1,600	213%	1,600
Home Care	Workload	# of Visits	3,800	3,850	99%	3,850
General Inspection	Workload	# of Inspections	45,000	50,000	97%	50,000
	Workload	# of Work Orders Requested	3,100	2,900	95%	2,900
	Workload	MOE Inspections	2,050	2,100	82%	2,100
Dental Services	Effectiveness	# of Children Screened	164	13,287	164	23,000
Dental Treatment	Effectiveness	# of Children Treated	164	2,900	164	5,000
Family Planning	Workload	Attendance at Sessions	5,298	5,400	105%	5,700
	Workload	Client Visits	4,000	4,200	105%	4,400
	Workload	Telephone Calls	6,745	7,500	111%	7,500
	Workload	Number of Contacts	310	350	105%	370
	Workload	Number of Group Sessions	330	350	105%	400
Aids & S.T.D.	Workload	Presentations	165	410	165	470
Education	Effectiveness	# of Attendees	165	10,000	165	10,000
	Workload	Hotline/Information Calls	165	1,100	165	1,100

STATEMENT OF PURPOSE

The goals of the Department of Public Health Services is to achieve optimal health for the community through health promotion, health protection and disease prevention programmes and services. Public health programmes mandated under the Health Protection and Protection Act are provided through divisions including Public Health Inspection, Nursing, Nutrition, Dental Medical and Administration. In addition, the Department provides child and adolescent mental health programs through a division of Child and Adolescent Services and an alcohol and drug assessment service. The Department of Public Health Services is a Teaching Health Unit affiliated with McMaster University which ensures the integration of service, education and research to sustain excellence in community health services for Hamilton-Wentworth. Educational opportunities are provided for students in health sciences and other education programs and interdisciplinary, life-long learning is promoted.

Public Health Inspection Services

The goal of Public Health Inspection Services is to ensure that the health of the community is protected. In order to achieve this goal, the division provides diverse programs and services including: inspection and monitoring of commercial operations in the community; enforcement of public health and environmental legislation; follow up of communicable diseases; promotion of health and safety in the community through educational initiatives; and response to emergency or disaster situations.

Public health inspectors are active throughout the Region and interact with the community in a variety of ways. Inspectors respond to complaints from the public, provide individuals or groups with information on disease control, and consult with commercial and institutional operators during routine inspections of licensed premises ranging from swimming pools to food premises to child care centres. The inspectors provide information and advice to the public on topics such as: drinking water safety; food protection; and disease prevention through formal lectures, media communications, and response to questions from individuals who call or visit the office.

Public Health Nursing Services

The Public Health Nursing Division works to enable individuals, families and communities to increase control over and to improve their health. Public health nurses identify, assess and respond to the health needs of populations and work in collaboration with others in the community. Public health nursing practice focuses on community based care which begins prior to a child's birth and continues throughout the life cycle. Programs within the Nursing Division include: Parent/Child, School, Adolescent, Adult, Seniors and Community Mental Health Promotion. A nurse may work in a variety of settings including schools, community agencies, homes, clinics and hospitals.

Public Health Nutrition Services

The goals of the Public Health Nutrition Division is to improve health by optimizing the nutritional status of the population. Public health nutritionists assess food and nutrition needs in the community and then collaborate with others in the design, implementation and evaluation of programs that address the needs identified. Nutrition staff also work with others in the community to ensure that everyone has access to sufficient, nutritious and personally acceptable foods. Healthy eating and physical activity are promoted through consultation, education and mass media activities. In addition, nutrition staff support and encourage the development of policies that promote sound nutrition practices, regular physical activity and achievement of healthy weights. Public health nutrition programs address concerns throughout the life cycle and are delivered in day care centres, school, grocery stores, cafeterias, worksites, community agencies and recreational centres.

STATEMENT OF PURPOSE

Public Health Dental Services

The Dental Division has programs covering education and health promotion, prevention and dental treatment. The Dental Division is mandated to provide a dental health education lesson to all children enroled in elementary school and to provide a dental screening program for children in grades K, 2, 4, 6 and 8. Dental health promotion activities involve presentations to community groups such as prenatal classes, preschool programs, and seniors groups as well as the annual promotion of dental health month.

Dental prevention is carried out by dental hygienists who provide topical fluoride applications to "high risk" children as determined by a screening program. Individual oral hygiene instruction is provided by our dental assistants who teach in the classroom. Public health dentists provide a comprehensive treatment program to children from low income families as long as they are enroled in school. This treatment program is funded primarily by the Regional Municipality. The Dental Division also administers the provincially funded Children in Need of Treatment program which allows for dental treatment coverage to children who are in urgent need of dental care and whose parents would find the cost of dentistry a financial hardship. This program is provided by our staff and dentists in the community.

Child & Adolescent Services

The Child and Adolescent Services Division is a team-based, multi-disciplinary outpatient children's mental health centre. The purpose of this division is to promote healthy functioning of children and adolescents within the context of family and community. Services include family and/or individual assessment and treatment, pre-dispositional court assessments, play therapy for selected children, speech assessment and treatment, group therapy programs as well as consultation to other professionals and agencies. These services are provided by child care workers, psychologists, psychometrists, social workers, speech pathologists, pediatricians and psychiatrists. Child and Adolescent Services serve children from ages 2 to 18 who reside within the Regional Municipality of Hamilton-Wentworth.

Alcohol & Drug Assessment Services

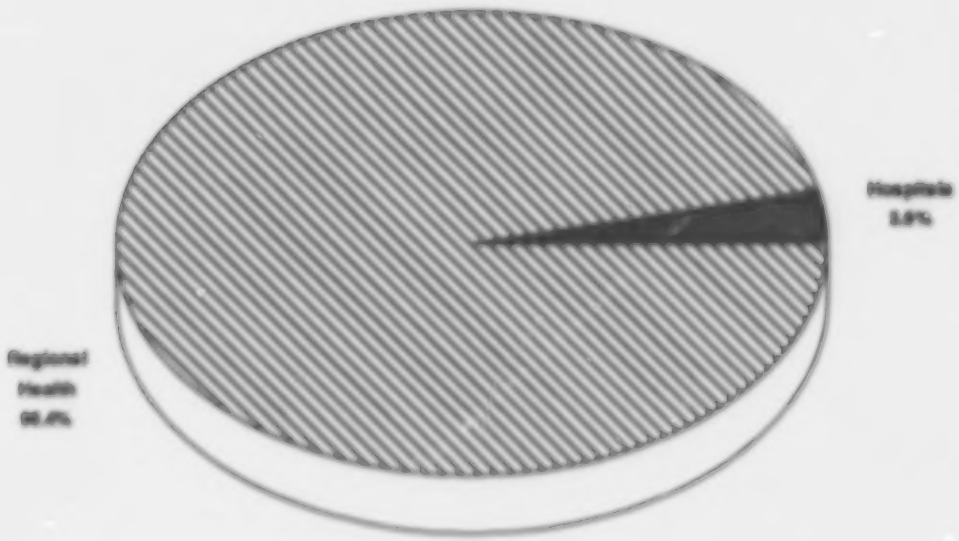
The Alcohol and Drug Assessment Services is a community mental-health programme funded 100% by the Ministry of Health (MOH). Our mandate is "to improve the quality of care provided to persons with alcohol and other drug problems in Hamilton-Wentworth." We provide this care by providing comprehensive assessments, referrals for addictions treatment and for personal and family problems that often accompany abuse, and case management. Case management can involve monthly appointments (or more often as required) to monitor, support and complete other referrals.

Service is provided on a strictly confidential and voluntary basis to persons over the age of 16 (or under if no other services are available) by Bachelors and Masters' level social workers who have training in addictions. Staff work with the community in educational, in service training and committee roles.

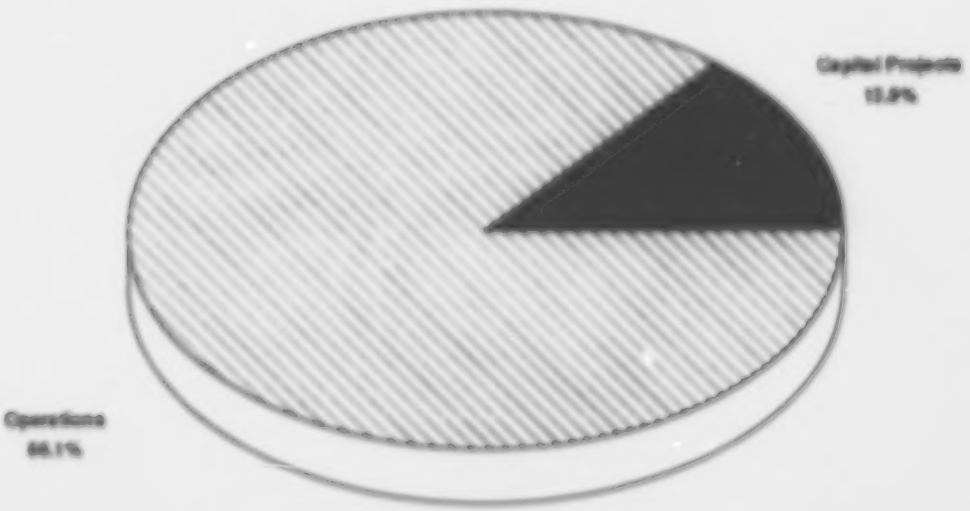
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURE				
REGIONAL HEALTH SERVICES				
Administrative	1,529	1,745	1,787	1,718
Family Planning Program	689	726	742	782
Inspection Services	1,672	2,152	1,922	2,072
Instructional Services	906	958	1,099	1,219
Nursing Services	6,321	6,504	6,666	6,571
Nutrition Program	560	575	540	507
Preventive Dentistry	936	944	1,186	996
Child and Adolescent Services	1,624	1,662	1,703	1,455
Other Programs	630	760	740	813
	14,867	16,046	16,385	16,367
Debt Charges	0	70	52	62
Capital Projects	630	2,187	289	2,388
	15,497	18,303	16,726	18,817
HOSPITALS				
Debt Charges	1,621	1,624	1,625	393
Capital Projects	3,321	2,550	0	318
	4,942	4,174	1,625	701
GRANTS TO COMMUNITY AGENCIES				
Community Health	18	18	18	17
TOTAL CONSOLIDATED EXPENDITURE	**20,457**	**22,496**	**18,369**	**19,535**
REVENUE				
Regional Levies	4,066	3,634	4,057	2,829
Government Grants - Unconditional	869	767	827	816
Government Grants - Specific	11,157	12,807	12,553	13,003
Fees From Users	387	448	528	512
Financing - Internal Sources	1,372	237	25	108
Financing - External Sources	2,513	4,500	289	2,113
Other - Regional Sources	94	102	90	363
TOTAL CONSOLIDATED REVENUE	**20,457**	**22,496**	**18,369**	**19,535**

HEALTH SERVICES
1992 CONSOLIDATED EXPENDITURE
$19.5 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURE					
REGIONAL HEALTH SERVICES					
Administrative	1,718	1,770	1,814	1,859	1,905
Family Planning Program	762	785	805	825	846
Inspection Services	2,072	2,134	2,187	2,242	2,298
Instructional Services	1,219	1,256	1,287	1,319	1,352
Nursing Services	6,571	6,768	6,937	7,110	7,288
Nutrition Program	561	578	592	607	622
Preventive Dentistry	996	1,026	1,052	1,078	1,105
Child and Adolescent Services	1,655	1,705	1,748	1,792	1,837
Other Programs	813	871	896	921	947
	16,367	16,893	17,318	17,753	18,200
Capital Financing	62	307	307	307	307
	16,429	17,200	17,625	18,060	18,507
HOSPITALS					
Capital Financing	393	384	379	313	45
GRANTS TO COMMUNITY AGENCIES					
Community Health	17	17	17	17	17
TOTAL GROSS EXPENDITURE	16,839	17,601	18,021	18,390	18,569
REVENUE					
Government Grants - Unconditional	616	626	641	657	673
Government Grants - Specific	12,766	13,021	13,282	13,614	13,954
Fees From Users	512	527	540	554	568
Other - Regional Sources	115	118	121	124	127
TOTAL REVENUE	14,009	14,294	14,584	14,949	15,322
FUNDED BY TAX LEVY	2,830	3,307	3,437	3,441	3,247
% INCREASE	-22.4%	17.3%	3.9%	0.1%	-5.6%

FIVE-YEAR CAPITAL BUDGET - HOSPITALS

	1992 $000	1993 $000	1994 $000	1995 $000	1996 $000	TOTAL $000
CAPITAL EXPENDITURE						
Grants to Area Hospitals	318	318	2,754	2,754	2,756	8,900
	318	318	2,754	2,754	2,756	8,900
CAPITAL FINANCING						
Current Contribution	0	0	0	0	0	0
Financing - Internal Sources	0	0	0	0	0	0
Debenture Proceeds and Other *	318	318	2,754	2,754	2,756	8,900
	318	318	2,754	2,754	2,756	8,900

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution from Capital	(1,242)	(1,242)	(858)	(726)	0	(4,067)
Debt charges - Existing	1,625	1,626	1,237	1,038	45	5,571
TOTAL CAPITAL FINANCING	383	384	379	313	45	1,504
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	383	384	379	313	45	1,504

* Debentures were issued in 1985

FIVE-YEAR CAPITAL BUDGET - HEALTH

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
New Site - East Mountain	1,927	0	0	0	0	1,927
Dundas Site - Renovations	317	0	0	0	0	317
St. Joseph's Ambulatory Centre	144	0	0	0	0	144
	2,388	0	0	0	0	2,388
CAPITAL FINANCING						
Grants and Subsidies	237	0	0	0	0	237
Financing - External Sources	2,113	0	0	0	0	2,113
Financing - Internal Sources	38	0	0	0	0	38
Other Revenue	0	0	0	0	0	0
	2,388	0	0	0	0	2,388

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING						
Debt Charges - Existing	62	62	62	62	62	310
Debt Charges - New	0	245	245	245	245	980
TOTAL CAPITAL FINANCING	62	307	307	307	307	1,290
INCREMENTAL OPERATING COSTS	0	34	3	3	3	43
IMPACT ON CURRENT BUDGET	62	341	310	310	310	1,333

SOCIAL AND FAMILY SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
GENERAL ASSISTANCE						
Income Maintenance	Workload	Complaints Investigated	2,000	2,624	131.2	3,140
- Eligibility Review	Workload	Accident Agreements Completed	50	29	58.0	15
	Workload	C.P.P. Assignments	135	115	85.2	140
	Efficiency	Fraud Charges Laid	60	55	55.6	60
	Effectiveness	Dollars Returned	50,000	57,700	115.4	60,000
Helping Hands	Workload	Total # of Service Hours	30,000	30,000	60	30,000
	Workload	Jobs Completed - Elderly	5,000	5,325	115	5,000
	Workload	Jobs Completed - Disabled	1,200	1,115	65	1,300
	Workload	Total Number of New Employees	30	15	50	20
Municipal Employment Program *	Workload	Total Number of Referrals	4,700	4,000	85.4	4,700
	Workload	Number of Clients Served	N/A	3,124	N/A	3,500
	Effectiveness	Number of Appointments Scheduled	N/A	6,401	N/A	6,000
	Effectiveness	Number of Interviews Conducted	N/A	5,400	N/A	7,000
	Effectiveness	Number who commenced:				
		- full-time employment	450	539	52.2	400
		- part-time employment	185	125	67.6	150
		- paid skill training	300	252	84.0	300
		- academic upgrading	N/A	450	N/A	500
	Effectiveness	Pre-employment Life Skills	N/A	140	N/A	150
	Effectiveness	Employment Plans Developed	N/A	2,000	N/A	2,400

* Municipal Employment Program figures are a consolidation of Employment Services Unit Program 1991 Projection and Results for Work Activity, Youth Employment, Municipal Employment, Employment Support Initiatives and Job Developer Programs and a projection for 1992.

HISTORICAL DATA

	1988	1989	1990	1991
Number of Cases	65,515	64,602	80,567	102,864

STATEMENT OF PURPOSE

General Assistance

To provide assistance to clients under the provision of the General Welfare Assistance Act, either directly or by referral to appropriate agencies and organizations; to assist G.W.A. clients to find suitable employment and/or undertake training.

To provide permissive services allowable under the General Welfare Assistance Act to persons in receipt of social assistance and to low-income earners.

To provide residential services mandatory under the General Welfare Assistance Act through the purchase of service contracts with hostels and lodging homes.

To provide counselling service for G.W.A. clients, Family Benefit clients and the working poor through purchase of service contracts with local non-profit counselling agencies.

To provide subsidized care through homemakers and nurses service centres and directly through casual homemakers under the Homemakers and Nurses Services Act.

To support and encourage interaction and co-operation among agencies and organizations providing social services within the Region as well as developing and maintaining programs, projects and research to better the social fabric.

In 1992, the caseload for General Welfare Assistance Programs is expected to increase to 183,819 cases or 36.3% over 1991 Budget. The G.W.A. Program continues to be affected by changes to the Federal Unemployment Insurance Act, projected increases in the Support to Employment Program in 1992, the downturn in both the Provincial and local economies and the legislated increase in G.W.A. rates effective January 1, 1992. (2% - General Basic Needs, 3% - General Shelter Subsidy and a further 3% in General Shelter Subsidy effective July 1, 1992)

Several of the performance measurements for employment and job development programs were below target for 1991. Due to the slow economic environment, fewer individuals found employment. Many people pursued training programs and as a result, performance measurements for training exceeded target in 1991.

Services for Seniors

To provide home and community support services to the low-income, elderly, and handicapped, who require home support services in order to remain at home instead of institutional care.

To provide a safe, comfortable and health environment for elderly residents to live life at an optimum level in the Region's two Homes for the Aged - Macassa Lodge and Wentworth Lodge.

Day Care

To provide Day Care services in accordance with the Day Nurseries Act through purchase of services, licensed nurseries, subsidized private home day care and a direct day care service that includes handicapped children.
To participate in community committees such as Community Child Abuse Committee.

Grants to Community Agencies

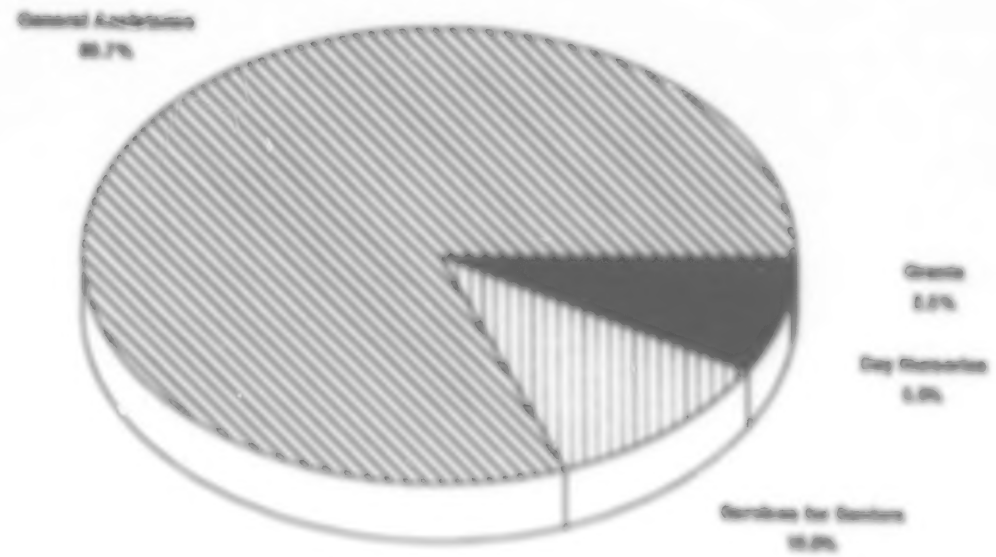
To provide financial assistance to the Children's Aid Society, and the Catholic Children's Aid Society, in accordance with Provincial Legislation.

To provide assistance to other community groups and organizations providing community social services within the Region.

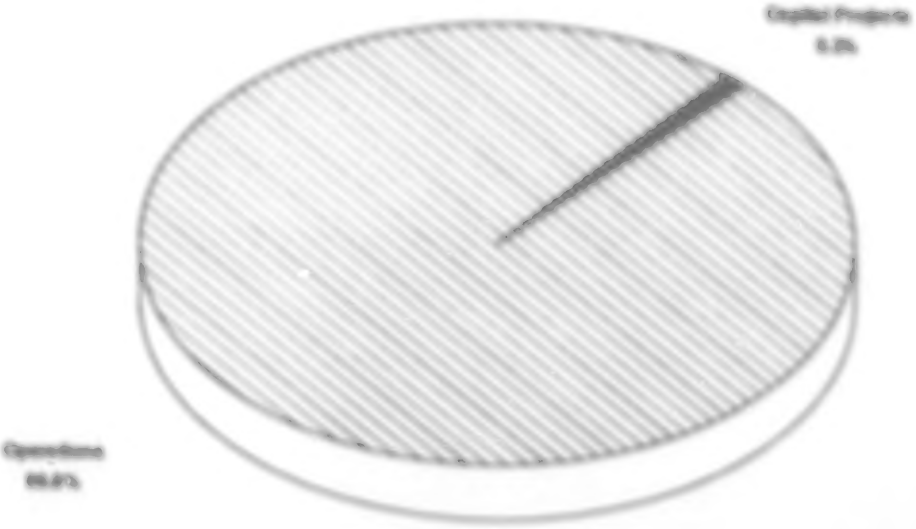
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURE				
GENERAL ASSISTANCE				
Mandatory GWA Program	64,082	90,025	106,128	129,216
Income Maintenance	5,927	6,024	6,293	7,293
Shelter & Housing Services	5,273	5,866	5,544	5,797
Counselling Services	1,142	1,059	1,068	972
Homemakers and Nursing Services	3,585	4,846	3,450	3,071
General Administration	506	357	386	367
	80,515	108,177	122,869	146,477
SERVICES FOR SENIORS				
Operations				
Macassa Lodge	10,160	10,618	11,236	11,260
Wentworth Lodge	6,770	7,004	7,541	7,454
Community Services	219	474	439	490
	17,149	18,096	19,216	19,204
Debt Charges	1,287	1,287	1,287	1,287
Capital Projects	1,063	1,539	155	422
Transfers Between Functions/Funds	0	(915)	(915)	(915)
	19,499	20,007	19,743	19,998
DAY NURSERIES				
Purchase of Services	9,445	10,334	9,813	9,547
Red Hill Family	874	1,095	1,054	1,120
	10,319	11,429	10,867	10,667
GRANTS TO COMMUNITY AGENCIES	4,191	4,370	4,593	4,554
TOTAL CONSOLIDATED EXPENDITURE	**114,534**	**143,983**	**158,072**	**181,696**
REVENUE				
Regional Levies	21,874	22,460	24,838	25,566
Government Grants - Unconditional	4,674	4,553	5,059	5,586
Government Grants - Specific	80,889	107,237	118,706	136,712
Fees From Users	4,845	5,259	5,410	5,548
Financing - Internal Sources	144	3,520	3,651	3,794
Financing - External Sources	1,447	576	0	20
Other - Regional Sources	661	375	418	412
TOTAL CONSOLIDATED REVENUE	**114,534**	**143,983**	**158,072**	**181,696**

SOCIAL SERVICES
1992 CONSOLIDATED EXPENDITURE
$101.7 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURES					
GENERAL ASSISTANCE					
Mandatory GWA Program		132,886	136,208	139,613	143,103
Income Maintenance		7,481	7,668	7,860	8,057
Shelter & Housing Services		5,971	6,120	6,273	6,430
Counselling Services		1,002	1,027	1,053	1,079
Homemakers and Nursing Services		3,163	3,242	3,323	3,406
General Administration		368	377	386	396
		150,871	154,642	158,508	162,471
SERVICES FOR SENIORS					
Operations					
Macassa Lodge		11,596	11,885	12,185	12,490
Wentworth Lodge		7,676	7,870	8,067	8,269
Community Services		505	518	531	544
Capital Financing - Lodges		1,478	1,767	4,542	5,292
Transfers Between Functions/Funds		(915)	(915)	(2,920)	(2,920)
		20,344	21,145	22,405	23,675
DAY NURSERIES					
Purchase of Services		9,833	10,079	10,331	10,589
Red Hill Centre - Operations		1,154	1,183	1,213	1,243
		10,987	11,262	11,544	11,832
GRANTS TO COMMUNITY AGENCIES					
Children's Aid Societies		3,491	3,578	3,667	3,759
Community Social Agencies		1,165	1,165	1,165	1,165
		4,656	4,743	4,832	4,924
TOTAL GROSS EXPENDITURE		**186,859**	**191,795**	**197,289**	**202,902**
REVENUE					
Government Grants - Unconditional		5,688	5,812	5,957	6,106
Government Grants - Specific		142,716	148,284	149,941	153,690
Fees From Users		5,714	5,857	6,003	6,153
Other - Regional Sources		5,568	6,117	6,270	6,427
TOTAL REVENUE		**160,686**	**164,070**	**168,171**	**172,376**
FUNDED BY TAX LEVY		**26,762**	**27,725**	**29,118**	**30,526**
% INCREASE		4.7%	3.6%	5.0%	4.8%

FIVE-YEAR CAPITAL BUDGET - SERVICES FOR SENIORS

	1992 $000	1993 $000	1994 $000	1995 $000	1996 $000	TOTAL $000
CAPITAL EXPENDITURE						
Lodge Renovations	422	422	422	1,906	7,470	10,642
	422	422	422	1,906	7,470	10,642
CAPITAL FINANCING						
Subsidies	211	211	211	953	3,735	5,321
Financing - External Sources	211	211	211	953	3,735	5,321
	422	422	422	1,906	7,470	10,642
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING						
Contribution To Reserve*	191	191	330	1,250	2,000	4,132
Debt Charges - Existing	372	372	372	372	372	1,860
TOTAL CAPITAL FINANCING	563	563	672	1,622	2,372	5,992
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	563	563	672	1,622	2,372	5,992

* To establish a reserve to assist in repayment of debt charges generated by the external funding of the Homes for the Aged. Debt charges will be financed from the reserve. In 1992-94 debt charges for the external financing totals $915 annually and increases to $2,620 in 1995.

RECREATION AND CULTURAL SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
WENTWORTH LIBRARY BOARD						
Collection Organization	Workload	Items Circulated	795,788	868,066	109%	954,873
& Management	Workload	Special Request Handled	33,382	27,499	82%	39,493
	Efficiency	Cost/Unit Outputs (Cents)	0.36	0.33	92%	0.31
Collection Replace.	Workload	Titles Selected	14,793	15,219	103%	15,273
& Maintenance	Workload	Volumes Received	37,341	37,341	100%	37,684
	Effectiveness	Circulation per Title ($)	7.71	8.39	109%	9.23
	Efficiency	Cost per Title ($)	43.79	44.56	102%	45.93
	Efficiency	Cost per Volume ($)	17.65	17.85	101%	18.61
User Assistance	Workload	Questions Asked	69,312	77,503	112%	78,271
	Efficiency	Cost per Question (Cents)	0.41	0.38	93%	0.60

STATEMENT OF PURPOSE

Library Services

To provide, through the Wentworth Library Board, the facilities to fulfil the recreational, cultural and educational information needs of the communities of Ancaster, Flamborough, Glanbrook and Stoney Creek.

These services are provided through availability of collections, and public cultural and educational programs which include outside performers, speakers, demonstrators and teachers.

Museums

To provide Westfield Heritage Centre as a passive conservation area using on-site heritage buildings and artifacts to support recreational activities and special events throughout the year.

Recreational Parks

To attract tourists and cultivate a Regional identity by means of the wave action pool, the children's waterplay area and other waterfront activities in Confederation Park.

McMaster University

To provide financial assistance for the construction of a new wing to the main library building which will accommodate the immediate and future needs of the University and serve the community of Hamilton-Wentworth as a whole.

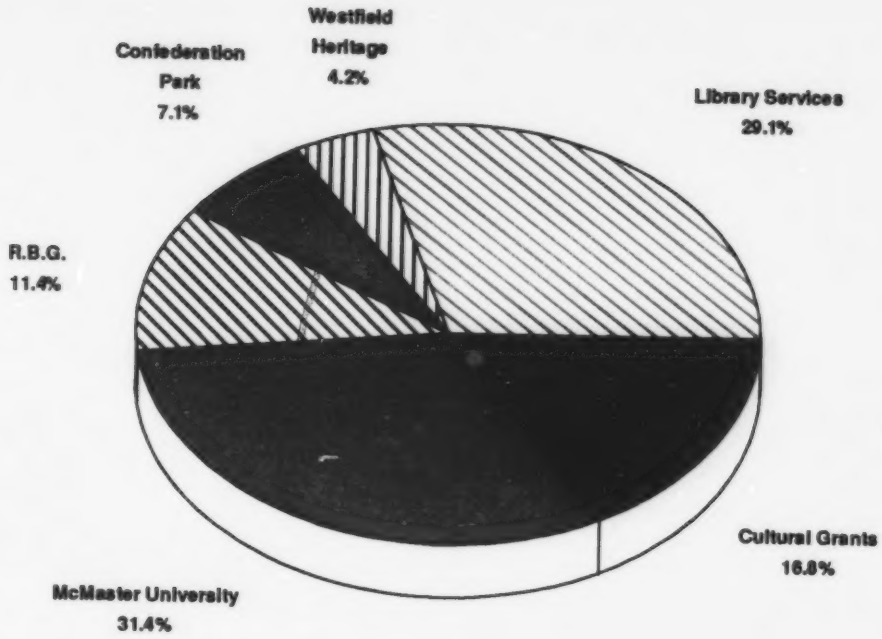
Grants to Community Agencies

ovide cultural grants to certain community groups and organizations to encourage community activity in programs related to the self-fulfilment of individuals and the well being of the Region.

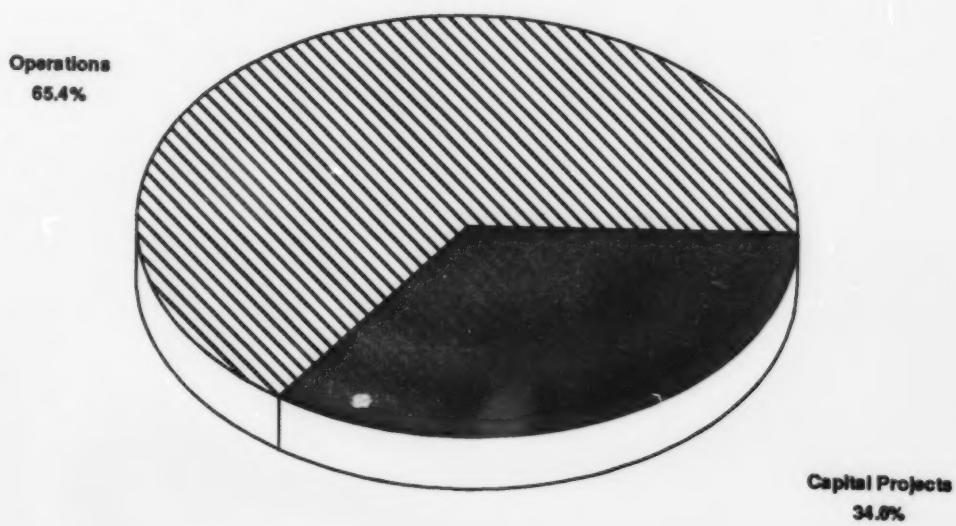
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL	1991 BUDGET	1991 ACTUAL	1992 BUDGET
	$000	$000	$000	$000
GROSS EXPENDITURES				
LIBRARY SERVICES				
Operations	2,121	2,212	2,217	2,342
Debt Charges	126	103	103	105
Capital Projects	88	400	8	400
Transfers Between Functions\Funds	0	(29)	0	(9)
	2,335	2,686	2,328	2,838
WESTFIELD HERITAGE CENTRE				
Operations	0	215	217	203
Debt Charges	0	0	0	37
Capital Projects	479	251	251	172
	479	466	468	412
CONFEDERATION PARK				
Operations	232	321	314	297
Capital Projects	428	372	372	396
	660	693	686	693
ROYAL BOTANICAL GARDENS				
Operating Grant	1,024	1,110	1,110	1,117
Capital Financing	163	0	0	0
	1,187	1,110	1,110	1,117
MCMASTER UNIVERSITY				
Debt Charges	790	790	790	790
Capital Financing	0	0	0	0
Capital Grant	539	957	1,102	2,719
Transfers Between Functions\Funds	(328)	(445)	(445)	(445)
	1,001	1,302	1,447	3,064
CULTURAL GRANTS				
Operating Grants	1,401	1,467	1,442	1,500
Debt Charges	139	142	139	142
	1,540	1,609	1,581	1,642
TOTAL CONSOLIDATED EXPENDITURE	**7,202**	**7,866**	**7,620**	**9,766**
REVENUE				
Regional Levies	5,098	5,058	5,049	5,110
Government Grants - Unconditional	795	742	742	800
Government Grants - Specific	318	311	318	326
Fees From Users	84	108	85	144
Financing - Internal Sources	489	635	269	614
Financing - External Sources	210	957	1,102	2,719
Other - Regional Resources	208	55	55	53
TOTAL CONSOLIDATED REVENUE	**7,202**	**7,866**	**7,620**	**9,766**

RECREATION AND CULTURAL SERVICES
1992 CONSOLIDATED EXPENDITURE
$9.8 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GROSS EXPENDITURES					
LIBRARY SERVICES					
Operations	2,342	2,461	2,530	2,678	2,776
Capital Financing	105	138	173	133	148
	2,447	2,599	2,703	2,811	2,924
WESTFIELD HERITAGE CENTRE					
Operations	203	209	220	232	244
Capital Financing	86	87	83	78	74
	289	296	303	310	318
CONFEDERATION PARK					
Operations	297	200	220	211	229
Capital Financing	396	540	567	584	595
	693	740	787	795	824
ROYAL BOTANICAL GARDENS					
Operating Grant	1,117	1,151	1,179	1,209	1,239
	1,117	1,151	1,179	1,209	1,239
MCMASTER UNIVERSITY					
Capital Financing	790	790	790	790	790
	790	790	790	790	790
CULTURAL GRANTS					
Operating Grants	1,500	1,545	1,584	1,623	1,664
Capital Financing	142	142	144	108	60
	1,642	1,687	1,728	1,731	1,724
TOTAL GROSS EXPENDITURE	6,978	**7,263**	**7,490**	**7,646**	**7,819**
REVENUE					
Government Grants - Unconditional	800	816	832	853	874
Government Grants - Specific	326	333	339	348	356
Fees From Users	144	148	152	155	160
Financing - Internal Sources	545	540	541	543	546
Other - Regional Sources	53	33	33	35	36
TOTAL REVENUE	1,868	**1,870**	**1,897**	**1,934**	**1,972**
FUNDED BY TAX LEVY	5,110	**5,393**	**5,593**	**5,712**	**5,847**
% INCREASE	1.0%	**5.5%**	**3.7%**	**2.1%**	**2.4%**

FIVE-YEAR CAPITAL BUDGET

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
Library Services	400	387	0	133	313	1,233
Westfield Heritage Centre	172	150	262	275	233	1,092
Confederation Park	396	540	567	584	595	2,682
McMaster University	2,719	417	0	0	0	3,136
	3,687	1,494	829	992	1,141	8,143
CAPITAL FINANCING						
Current Contribution	445	573	580	618	582	2,798
Financing - Internal Sources	523	504	249	374	559	2,209
Financing - External Sources	2,719	417	0	0	0	3,136
	3,687	1,494	829	992	1,141	8,143

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	445	573	580	618	582	2,798
Debt Charges - Existing	1,074	1,074	1,073	963	914	5,098
Debt Charges - New	0	50	104	112	171	437
TOTAL CAPITAL FINANCING	1,519	1,697	1,757	1,693	1,667	8,333
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,519	1,697	1,757	1,693	1,667	8,333

ECONOMIC DEVELOPMENT AND PLANNING

PERFORMANCE MEASUREMENTS

Service Provided	Category	1991 Selected Performance Indicator	1991 Target	1991 Achieved	% of Target	1992 Target
ECONOMIC DEVELOPMENT						
Business Development	Effectiveness	New Business (Firms)	60	36	60%	35
	Effectiveness	New Business Jobs	400	225	56%	225
	Effectiveness	Expansion/Relation/Relocations	65	33	51%	30
	Effectiveness	Added Business Jobs	1,000	830	83%	800
	Effectiveness	Industrial Land Sales	15	3.4(1)	23%	10
Convention Development	Effectiveness	Total # of Conventions	180	196	109%	200
	Effectiveness	# of Convention Delegates	80,000	78,245	98%	80,000
	Effectiveness	Convention Revenue ($ Millions) (Delegates Only)	$189	$214.9	114%	157
	Effectiveness	Tourism Impact ($ Millions)	$180	$249	138%	268
Tourism Development	Effectiveness	# of Tourists	2.3M	2.325M	101%	2.5M
	Effectiveness	# of Motor Coach Tours	1,900	1,943	102%	1,950
	Effectiveness	# of Inquires at Tourist Centres	21,485	21,485	100%	22,500
PLANNING						
Technical & Cartographic	Workload	# of Land Division Sketches	410	280	68%	340
	Workload	# of Office Layouts	2	3	150%	2
	Workload	Subdivision Maps	45	26	58%	35
Regional Planning	Workload	Regional Office Plan Amendments	5	12	240%	12
	Workload	Circulation Comments	300	405	135%	350
	Workload	Land Division Mtg. Applications	410	280	68%	340
	Workload	Ontario Municipal Board Hearings	12	16	133%	15
Land Division Committee	Workload	Subdivision/Land Applications	410	280	68%	340
	Workload	# of meetings held	30	25	83%	30
Subdivision & Condominium Administrator	Workload	# of active Applications	45	26	58%	35
	Workload	# of Lots/Units	1,500	957	64%	880

The prolonged weakness in the Canadian economy has had a trickled down effect on the local economy. During 1991, unemployment rates have risen from 6.3% of the active labour force in 1990 to 9.8% in 1991. This is partially attributed to the Region's relatively high manufacturing dependent employment base. Consumer and business bankruptcies over 1990-1991 also rose to 1,771 from 995. Building permit activity was down in all sectors ($572.9 to $294 million total due from 1990-1991) while housing starts also dropped 30% (2,381 to 1,515 from 1990-1991). Despite this reported lag in the Region's economy, local impacts are not considered as severe as during the 1981-1983 recession.

(1) A lagging economy and the Red Hill Creek Expressway announcement severely depressed Regional Industrial Land sites in 1991. Only one transaction involving a 3.43 acre site in Ancaster was approved by Council.

As 1992 progresses, lower interest rates should provide a boost to both housing demand and to consumer spending, however, the series of declines in leading indicators emphasize that any recovery will continue to be extremely hesitant, at least during the first half of the year.

STATEMENT OF PURPOSE

Planning & Development

To provide planning service to the Region of Hamilton-Wentworth that ensures sustainable physical, social and economic environments through an efficient strategy for land use growth and management.

To provide a full range of planning services and assistance to Regional Departments and Area Municipalities (Hamilton, Dundas).

To administer and, as warranted, amend the Official Plan; undertake related land use studies and prepare secondary plans.

To administer delegated planning authority from the province, including the approval of:

- plans of subdivision and condominium;
- part-lot control by-law; and,
- area municipality official plans and amendments

To maintain a centralized information system on land use development, demographic projections, economics and employment trends.

To undertake research and special studies to interpret statistical data and provide analysis to address a range of issues.

Objectives for 1992 include:

To facilitate the Vision 2020 exercise of the Chairman's Task Force on Sustainable Development.

To formulate a new Regional Economic Strategy.

To update the Regional Official Plan.

To finalize an implementation strategy for the findings of the Affordable Housing Task Force; and

To establish a strategy for co-ordinating effective watershed planning.

Economic Development

To improve the economic well-being of the Region by providing services to the local business community, and by promoting the Region as a centre for industry, commerce, tourism and conventions.

To co-ordinate and develop surveys to measure land and building prices and to inventory industrial land.

Objectives for 1992 include:

The Region's economic strategy is the foundation for business development tasks and objectives. Recently, an updated Regional strategic planning process has begun to complement economic development strategies which are consistent with the vision 2020 statement and framework of the Region's task force on sustainable development.

To attract a larger share of the total convention and meetings market in Canada and internationally and to ensure local awareness of Greater Hamilton as a convention destination.

The tourism mission is to increase the number and length of stay of visitations to Greater Hamilton generating more revenues for the community.

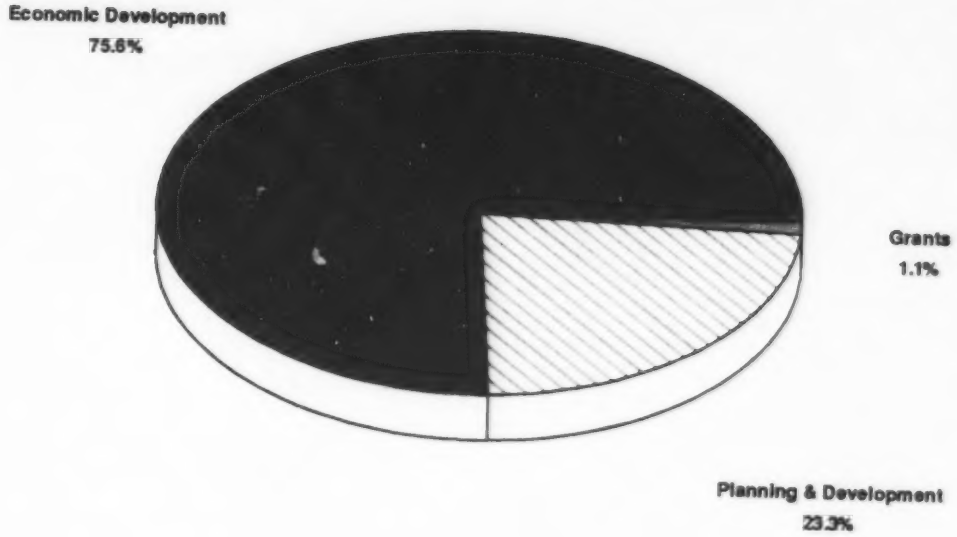
Grants to Community Agencies

To provide assistance to groups promoting agriculture and tourism.

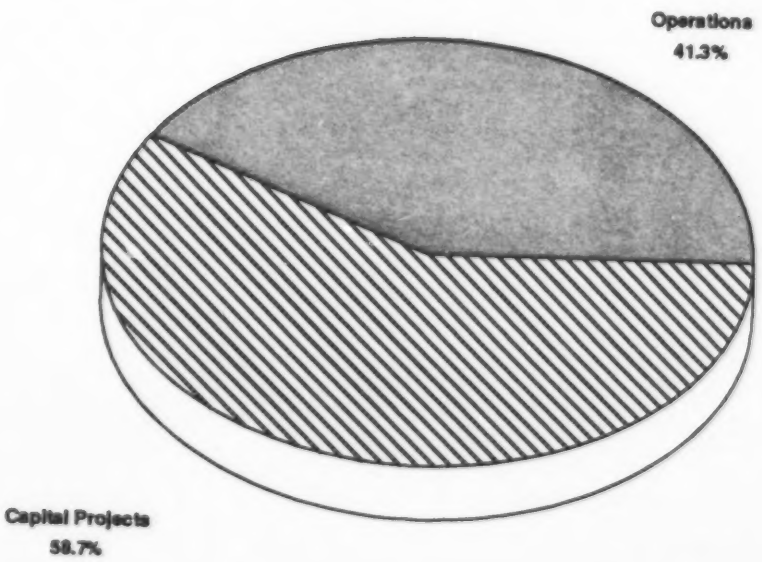
CONSOLIDATED EXPENDITURE AND REVENUE

	1990 ACTUAL $000	1991 BUDGET $000	1991 ACTUAL $000	1992 BUDGET $000
GROSS EXPENDITURE				
ECONOMIC DEVELOPMENT				
Operations	2,743	2,905	3,028	3,309
Debt Charges	44	44	44	65
Capital Projects	5,720	8,688	2,088	11,648
Transfers Between Functions/Funds	(109)	(113)	(103)	(114)
	8,398	11,524	5,057	14,908
PLANNING AND DEVELOPMENT				
Operations	4,284	4,452	4,290	4,599
Capital Projects	32	0	84	0
Transfers Between Functions/Funds	(24)	0	0	0
	4,292	4,452	4,374	4,599
GRANTS	227	227	247	218
TOTAL CONSOLIDATED EXPENDITURE	**12,917**	**16,203**	**9,678**	19,725
REVENUE				
Regional Levies	3,909	4,216	4,150	4,239
Government Grants - Unconditional	836	848	846	926
Government Grants - Specific	96	35	99	316
Fees From Users	374	360	254	427
Billings To Area Municipalities	1,908	1,987	1,999	2,097
Financing - Internal Sources	128	4,074	178	63
Financing - External Sources	5,560	4,595	1,952	11,566
Other - Regional Sources	106	88	200	91
TOTAL CONSOLIDATED REVENUE	**12,917**	**16,203**	**9,678**	19,725

ECONOMIC DEVELOPMENT AND PLANNING
1992 CONSOLIDATED EXPENDITURE
$19.7 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1992 $000	1993 $000	1994 $000	1995 $000	1996 $000
GROSS EXPENDITURE					
ECONOMIC DEVELOPMENT					
Operations	3,309	3,408	3,493	3,580	3,670
Capital Financing	84	628	646	646	646
	3,393	4,036	4,139	4,226	4,316
PLANNING AND DEVELOPMENT					
Operations	4,599	4,737	4,855	4,977	5,101
GRANTS	218	218	218	218	218
TOTAL GROSS EXPENDITURE	8,210	**8,991**	**9,212**	**9,421**	**9,635**
REVENUE					
Government Grants - Unconditional	926	945	964	988	1,013
Government Grants - Specific	315	321	327	335	343
Fees From Users	427	440	451	462	474
Billings To Area Municipalities	2,097	2,160	2,214	2,269	2,326
Other - Regional Sources	205	794	779	764	749
TOTAL REVENUE	3,970	**4,660**	**4,735**	**4,818**	**4,905**
FUNDED BY TAX LEVY	4,240	**4,331**	**4,477**	**4,603**	**4,730**
% INCREASE	0.6%	2.1%	3.4%	2.8%	2.8%

FIVE-YEAR CAPITAL BUDGET - ECONOMIC DEVELOPMENT

	1992	1993	1994	1995	1996	TOTAL
	$000	$000	$000	$000	$000	$000
CAPITAL EXPENDITURE						
Tourism Booths	82	225	0	0	0	307
Small Business Centre	3,918	0	0	0	0	3,918
Industrial Land	7,648	2,055	855	785	75	11,418
	11,648	2,280	855	785	75	15,643
CAPITAL FINANCING						
Financing - Internal Sources	63	225	0	0	0	288
Financing - External Sources	3,918	0	0	0	0	3,918
Current Contribution	19	0	0	0	0	19
Sale of Industrial Land	7,648	2,055	855	785	75	11,418
	11,648	2,280	855	785	75	15,643
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution To Capital	19	0	0	0	0	19
Debt Charges - Existing	65	54	41	41	41	242
Debt Charges - New	0	574	605	605	605	2,389
TOTAL CAPITAL FINANCING	84	628	646	646	646	2,650
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	84	628	646	646	646	2,650

* Debt charges on the Small Business Centre will be paid from Industrial Land Reserve. No impact on the levy.

APPENDICES

PROJECTION OF EXTERNAL DEBT - ANNUAL CHARGES

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GENERAL GOVERNMENT					
Corporate Services	0	54	54	54	54
PROTECTION TO PERSONS & PROPERTY					
Police	655	1,421	1,359	1,361	1,232
TRANSPORTATION SERVICES					
Roadways	11,412	12,637	12,164	11,981	11,888
Freeway	72	1,001	964	967	928
ENVIRONMENTAL SERVICES					
Sanitary Sewers	3,791	4,365	4,171	3,882	3,570
Waterworks	3,548	3,440	2,559	2,260	1,948
Storm Sewers	2,636	2,814	2,798	2,799	2,609
Solid Waste	264	189	0	0	0
HEALTH SERVICES					
Hospitals	1,625	2,724	2,719	2,700	1,143
General Health	0	207	207	207	207
SOCIAL & FAMILY SERVICES					
Services for Seniors	915	915	915	915	915
RECREATION & CULTURAL SERVICES					
Art Gallery	142	142	144	108	60
McMaster University	790	790	790	790	790
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	0	548	548	548	548
TOTAL	25,851	**31,247**	**29,392**	**28,572**	**25,892**

PROJECTION OF EXTERNAL DEBT OUTSTANDING

PRINCIPAL AT YEAR END

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GENERAL GOVERNMENT					
Corporate Services	407	387	366	346	326
PROTECTION TO PERSONS & PROPERTY					
Police	8,355	7,667	7,011	6,323	8,731
TRANSPORTATION SERVICES					
Roadways	69,587	64,657	60,143	55,782	51,498
Freeway	7,127	6,715	6,335	5,950	5,600
ENVIRONMENTAL SERVICES					
Sanitary Sewers	27,403	25,294	23,237	21,313	19,573
Waterworks	13,539	11,381	9,955	8,736	7,756
Storm Sewers	15,886	14,725	13,542	12,317	11,237
Solid Waste	175	0	0	0	0
HEALTH SERVICES					
Hospitals	11,745	10,630	9,507	8,388	7,932
General Health	1,889	1,795	1,700	1,606	1,511
SOCIAL & FAMILY SERVICES					
Services for Seniors	5,037	4,737	4,437	4,137	5,572
RECREATION & CULTURAL SERVICES					
Art Gallery	368	264	147	54	0
McMaster University	2,730	2,330	1,930	1,530	1,130
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	4,000	3,800	3,600	3,400	3,200
TOTAL	168,248	154,382	141,910	129,882	124,066

PROJECTION OF INTERNAL DEBT - ANNUAL CHARGES

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GENERAL GOVERNMENT SERVICES					
Accommodation	47	47	47	47	47
Information Systems	0	30	60	60	60
Corporate Services	8	11	709	895	991
PROTECTION TO PERSONS & PROPERTY					
Police	524	1,098	1,700	1,700	1,700
Emergency Services	119	136	136	136	136
TRANSPORTATION SERVICES					
Roadways	396	396	396	396	396
Transit - H.S.R.	2,152	2,514	2,816	3,092	3,441
Transit - C.C.L.	524	566	671	776	890
D.A.R.T.S.	0	74	119	216	294
Airport	45	38	40	41	43
ENVIRONMENTAL SERVICES					
Sanitary Sewers	2,723	2,896	2,481	1,239	1,144
Waterworks	2,922	4,564	4,501	3,627	3,515
Storm Sewers	1,648	2,135	3,341	4,504	5,653
Solid Waste	451	451	451	451	451
HEALTH SERVICES					
General Health	64	95	95	95	95
SOCIAL SERVICES					
Services for Seniors	372	372	372	372	372
RECREATION & CULTURAL SERVICES					
Library	70	104	138	138	156
Conservation Authority	113	130	146	180	221
ECONOMIC DEVE. & PLANNING					
Economic Development	95	75	93	93	93
TOTAL	12,273	**15,732**	**18,312**	**18,058**	**19,698**

PROJECTION OF INTERNAL DEBT OUTSTANDING

DUE TO RESERVES AT YEAR END

	1992	1993	1994	1995	1996
	$000	$000	$000	$000	$000
GENERAL GOVERNMENT SERVICES					
Corporate Services - Accommodation	291	260	227	191	152
Corporate Services - Emergency Comm. System	19	6,578	8,035	8,553	8,110
Information Systems	123	224	179	131	80
PROTECTION TO PERSONS & PROPERTY					
Police	4,837	6,583	5,331	3,996	2,572
Emergency Services	785	657	528	399	268
TRANSPORTATION SERVICES					
Roadways	1,634	1,369	1,083	774	440
Transit-H.S.R.	16,277	17,824	19,994	21,769	22,487
Transit-C.C.L.	2,936	3,253	3,493	3,692	4,096
Airport	281	271	258	242	223
D.A.R.T.S	361	542	928	1,147	1,431
ENVIRONMENTAL SERVICES					
Sanitary Sewers	9,075	7,158	5,444	4,779	4,142
Waterworks	20,160	19,340	17,276	16,231	14,486
Storm Sewers	11,371	18,876	25,511	31,512	32,911
Solid Waste	1,532	1,203	847	463	49
HEALTH SERVICES					
General Health	591	540	487	428	366
SOCIAL & FAMILY SERVICES					
Services for Seniors	3,152	3,057	2,953	2,840	2,717
RECREATION & CULTURAL SERVICES					
Library	586	877	761	809	969
Conservation Authority	668	704	856	1,034	1,185
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	394	573	519	462	400
TOTAL	75,073	89,889	94,710	99,452	97,084

BUDGET POLICIES - Capital Financing Adopted by Regional Council

1. Regional Development Charges Policy imposes development charges on both residential and non-residential development in accordance with Regional Development Charges By-Law R90-082 as amended.

   Effective January 1, 1992, the charges for each service by type of dwelling unit are as follows:

   a) Residential Development Charges

Single Family Service	Townhouse Dwelling	Apartment/ Rowhouse	Apartments 1 BR	Apartments 2 BR
Waterworks	962	714	494	357
Sanitary Sewers	1,154	857	594	428
Storm Sewers (Hamilton only)	1,509	1,121	776	560
Roads	2,004	1,489	1,031	745
Freeway	1,065	791	547	396
Hospitals	188	140	97	70
Police	125	93	64	47
Traffic Operations Centre	15	11	8	5
Transit (Hamilton only)	241	178	123	89
Development Charges Studies	7	5	4	3
Regional Admin Building	204	151	104	75
Total - City of Hamilton	$7,474	$5,550	$3,842	$2,775
Total - All Other Municipalities	$5,724	$4,251	$2,943	$2,126

BUDGET POLICES - Capital Financing Adopted by Regional Council

b) Non-Residential Development Charges

	Per Acre or Portion Thereof	Per Sq. Ft. of Gross Floor Area in Excess of 50% of Land Area
Waterworks	$ 1,827	$ .0419
Sanitary Sewers	4,341	.0999
Storm Sewers (Hamilton only)	5,536	.1273
Roads	7,319	.1682
Freeway	1,629	.0374
Police	1,193	.0275
Traffic Operations Centre	66	.0015
Development Charges Studies	53	.0012
Regional Admin Building	1,918	.0440
Total - City of Hamilton	$23,882	$.5489
Total - All Other Municipalities	$18,346	$.4216

2. The rates outlined in *Section 1 a)* above have been reduced by 30% and in *Section 1 b)* by 40%, effective April 22, 1992 to June 30, 1993.

3. That Water rates be maintained at a level that will permit all expenditures for Water, including capital charges, to be met from those rates and those surpluses created by Water rates be set aside only for Water purposes. (Adopted July 18, 1975.)

4. That the Sanitary Sewer revenue be maintained at a level that will permit all expenditures for Sanitary Sewers, including capital charges, to be met from the Sanitary Sewer revenue and that any surplus created by the revenue be set aside only for Sanitary Sewer purposes. (Adopted July 18, 1975.)

5. That the Levy for Storm Sewers be utilized only for Storm Sewer purposes and that all expenditures, in respect of Storm Sewers, be met from the Levy. (Adopted July 18, 1975.)

BUDGET POLICIES - Debenture Financing Adopted by Council

1. That no debentures be issued by the Region for Road purposes of the existing Regional Road System. (Adopted February 3, 1976.) However, on March 17, 1987, and April 18, 1989, Regional Council authorized exceptions to this policy. The use of debenture financing was approved for the Accelerated Roadway Rehabilitation Program and the Enhanced Road Program in the amounts of $46,797,000 and $10,385,000 respectively. These are special projects of a non-recurring nature.

2. That the Region establish policies that will enable it to limit its annual debt charges for Transit purposes to 25.0% of the Levy for Transit and that the Region not issue debt for Transit purposes on its own behalf when that limit is exceeded. (Adopted March 2, 1982.)

3. That the Region establish policies that will enable it to limit its annual debt charges for all tax supported services, except for Water and Sanitary Sewers and Storm Sewers, to 10.0% of the sum of the Regional General Levy and all unconditional grants and that the Region not issue debentures on its own behalf for general purposes when that limit is exceeded. (Adopted August 15, 1978.)

4. That the Region establish policies that will enable it to limit its annual debt charges for Water purposes to 40.0% of the Water revenue and that the Region not issue debentures for Water purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)

5. That the Region establish policies that will enable it to limit its annual debt charges for Sanitary Sewer purposes up to 45.0% of the Sanitary Sewer revenues and that the Region not issue debentures for Sanitary Sewer purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)

6. That the Region establish policies that will enable it to limit its annual debt charges for Storm Sewer purposes to 45.0% of the Levy for Storm Sewer purposes. (Adopted August 15, 1978.) The Region approved a Storm Sewer Rehabilitation Program on April 18, 1989. This program will increase debt charges over the limit of 45% until 1997. Beginning in 2000, the debt charges drop below the 45% limit.

7. That the Region curtail the issuance of debentures when the issuance of further debentures would make the annual debt charges for all Regional and Area Municipal purposes and Sewer and Water exceed 20.0% of the sum of the Municipal Levies, Unconditional Grants, Water revenues and Sanitary Sewer revenues. (Adopted August 15, 1978.)

8. That the Commissioner of Finance discuss with the Area Municipalities the implications of the Area Municipalities establishing policies that will enable them to limit their annual debt charges for local municipal purposes to 15.0% of the sum of the total local Municipal Levy (excluding Levies for regional and school purposes) and all local Unconditional Grants. (Adopted August 15, 1978.)

ASSUMPTIONS - 1992 CURRENT BUDGET

The following assumptions have been consistently applied throughout the Current Budget.

1. Salaries and wages have been increased by 5%.

   Departments with employees under a settled contract have increased salaries and wages based on contract and merit increases.

2. Fringe Benefits have been based on known rate increases or on a rate comparable to the level of inflation if not covered by union agreements.

3. Worker's Compensation provisions are based on the level of experience in the previous year.

4. Rates for utilities, postage etc. have been provided for as follows:

Natural Gas	5.0%
Office Supplies	3.0%
Hydro	8.9%
Telephone	5.0%
Gasoline	4.0%
Postage	5.0%

5. The following key economic indicators underlie the provisions contained in this budget:

Inflation Rate	3.0%
Unemployment Rate	9.5%
U.S. Exchange Rate	119.0%
Prime Interest Rate	10.0%

6. Provisions for insurance costs reflect changes in coverage, previous claims experience and the conditions in the insurance market.

7. Rental provisions are in accordance with negotiated lease agreements.

8. Internal charges for services provided to operating departments have not increased for 1992.

9. Provincial subsidies relating to specific programs have been increased proportionally to estimated spending requirements for 1992.

10. Debt charges and contributions to capital are in accordance with the approved 1992 - 1996 Capital Budget.

ASSUMPTIONS - 1992-1996 CAPITAL BUDGET

The following assumptions have been consistently applied throughout the Five-Year Capital Budget forecasts:

1. Interest/Inflation Rates

		1992 (%)	1993 (%)	1994 (%)	1995 (%)	1996 (%)
a)	Financing					
	Internal	6.5	6.5	6.0	6.0	6.0
	External	9.0	9.0	9.0	9.0	9.0
	U.S. Exchange					
b)	Inflation	3.0	3.0	2.5	2.5	2.5
c)	Investments	8.0	8.0	8.0	8.0	8.0

2. Cash flows are assumed to occur evenly throughout the year unless indicated otherwise.

3. Incremental operating costs resulting from capital activities are reflected in Current Budget Multi-Year Forecasts.

4. Development charge revenues are included in the full proportion of budgeted costs per the 1990 Development Charges Study regardless of forecasted collections.

5. Grants, Subsidies and Tax Levies are received on June 30.

6. Reserve transfers are made on December 31.

GLOSSARY OF TERMS

Apportionment

Expressed as a percentage, this represents each area municipality's share of the Region's levies to be raised through taxation. Apportionment is based on a complex formula which converts property assessment to equalized assessment. Each area municipality's apportionment is equal to its proportionate share of the total discounted equalized assessment (market value) within the Region.

Boards and Commissions

Autonomous and semi-autonomous bodies such as the Police Commission and the Library Board for which the Region is responsible for funding from property taxation.

Consolidated Expenditures

Total of Operating Expenditures, Capital Financing Expenditures (excluding transfers from Current to Capital funds) and Capital Project Expenditures for all Functions.

Consolidated Revenue

Total of Operating Revenues, Capital Receipts and Capital Financing for all Functions.

Charges to Other Functions

Internal charges for services provided to other Functions.

C.C.L.

Canada Coach Lines is a transit system which provides inter-urban transit services and links the Region with other major centres.

D.A.R.T.S

Disabled and Aged Regional Transit System, provides transit services for the physically disabled.

Capital Financing Expenditure

Expenditure resulting from Capital Budget includes:

Debt Charges - Existing	• Debt charges on funds borrowed internally or externally in previous years.
Debt Charges - New	• Debt charges on funds borrowed internally or externally in 1989 and onwards.
Contribution to Capital	• Funds earmarked in current operating budgets to aid in financing capital projects.

GLOSSARY OF TERMS

External Debenture Debt Charges

Debt charges on funds borrowed on the long term capital markets.

H.S.R. Urban Transit Special Levy

Hamilton Street Railway - Urban Transit System within the boundaries of the City of Hamilton. Services beyond the City of Hamilton boundaries are recovered from each area municipality under Route Deficit Agreements.

Incremental Operating Costs

Costs generated by the capital expenditure which impact on future operating budgets. (ie. Additional staff and materials required for new water pumping station).

Industrial Land

Fully serviced Regionally-owned land which is offered for sale for the purpose of attracting commercial and industrial development within the Region.

Internal Debt Charges

Debt charges on funds borrowed from Regional Reserves.

Net Expenditure

Total Gross expenditures less Program Revenues.

PARCILS

Parcil Related Computer Information Library System.

Payments in Lieu

under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

Programs Not Affordable

In order to meet the "zero increase" guideline for 1992, various existing programs must be eliminated. These programs are classified as "programs not affordable".

Zero Increase Budget

As set out in the 1992 Budget Guidelines, 1992 budget estimates are to be at 1991 dollar levels to achieve a zero increase in spending.

GLOSSARY OF TERMS

Maintenance Level Budget

The Maintenance Budget reflects 1991 service levels at 1992 prices.

G.S.T.

Goods and Services Tax implemented by the federal government effective January 1, 1991.

G.W.A.

General Welfare Assistance

Pay Equity

Equal pay for work of equal value. Equal compensation for female dominated jobs determined to be of equal value as male dominated jobs.

Committee of the Whole

Members of Council Sitting as a committee.

Revenue Items - Capital Budget

Subsidies	• Subsidies include Provincial and/or Federal grants specific to capital expenditure.
Current Contribution	• Funds earmarked in the current operating budgets to aid in the financing of capital projects.
Local Improvements - Owner's Share	• Portion of capital project costs which are assessed on the abutting property owners who derive benefit from the works.
Financing - External Sources	• Funds raised by the issue of debenture debt on long term capital markets.
Financing - Internal Sources	• Funds transferred from Region's reserves
Lot Levy Reserve Contribution	• Lot levies or development charges on new development within the Region.
Prior Year's Contribution	• Excess contributions from prior year's current operating budget.
Deferred Freeway Financing	• Funds transferred from Region's reserve for Freeway project.
Other Revenue	• Contribution from contractors, land sales, property rentals.
Development Charges	• As legislated by the Development Charges Act, 1989, charges imposed by municipalities upon developers on all forms of development in order to fund net capital costs that are related to growth.

GLOSSARY OF TERMS

Revenue Items - Current Budget

Government Grants • Funds provided under various statutes, regulations and agreements to aid municipalities.

- **Ontario Unconditional** • Provincial grants based on various factors including households, levies, and assessment.
- **Ontario Conditional** • Provincial grants on specific types of current expenditures.
- **Canada Specific** • Federal grants based on specific current expenditures.

Fees from Users • Revenue received on a fee, fare, or service charge basis. (Transit fare, development charges, etc.)

Direct Billings - Rates • Direct charges to users for use of water and sanitary sewers.

Billings to Area Municipalities • Direct charges to Area Municipalities for specific services provided.

Other - Regional Sources

Supplementary Taxes • Additional tax revenue received as a result of new developments added to the tax roll.

Prior Year's Surplus • Excess revenue over expenditure carried forward from previous year.

Current Year's Surplus • Excess of current year revenue over current year expenditure.

Self-Supporting Services • User supported services - water and sanitary sewers. Revenue is not raised through property taxation but on a user fee basis.

S.W.A.R.U. • Solid Waste Reduction Unit

Tax Levy • The total net expenditure of programs which has to be raised through property taxation. This is levied against all area municipalities based on each area municipality's portion of the total equalized assessment within the Region as determined by the Province of Ontario. Collections are made by the area municipalities through property taxes and forwarded to the Region. The following are the Regional levies:

- **General** • levied on all municipalities
- **Storm Sewer** • levied on City of Hamilton taxpayers only
- **Transit** • levied on City of Hamilton taxpayers only
- **Library** • levied on municipalities of Ancaster, Flamborough, Glanbrook and Stoney Creek

Front Cover Pictures

50 Point Marina, Stoney Creek
McMaster University Medical Centre, Hamilton
Royal Botanical Gardens, Dundas